

executive feedback
QUESTIONNAIRE

Anne Example

Executive Feedback Questionnaire

30 Sep 2004

johnston
penno



Strictly Confidential

This report contains feedback gathered from the following sources:

Participant	1
Manager	1
Colleagues	5
Direct Reports	3
Total:	10

Contents

General Points to Remember

The Competencies

The Rating Scale

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General Points to Remember

Purpose Of 360° Feedback

- Feedback is essential to progress. It provides you with accurate information about the way you work with others.
- Feedback can act both as a stimulus to change your behaviour, and as a catalyst to facilitate change.
- To accelerate your professional effectiveness, you need to be aware of the consequences of your behaviour. If you are aware, you can decide whether or not the consequences match your intentions.

This system enables you to increase your knowledge about your job and performance. For example: it can give you information about how people rate current performance, what they expect of you and how important certain behaviours are to your job.

Primary Objectives

- To develop an awareness of your relative influence and effectiveness with others.
- To develop a self-directed strategic plan for working more effectively with others.

By Enabling You To

- Analyse and process your feedback.
- Understand the consequences of your behaviour.
- Identify what you could be doing differently to maximise your working relationships with others by creating self-directed action plans.
- Identify content areas for follow-up, skill-building, training and development.

The Competencies

Decision Making

Drive / Self Motivation

Planning and Organising

Problem Solving

Communication

Networking and Relating

Persuading

Teamworking

Influencing

Professional / Functional skills

Use of Technology

The Rating Scale

As a reminder, the scale that was used by respondents for the questionnaire is shown below:

Performance

- 6** Supremely effective area
- 5** Strong area, done well
- 4** Competent area
- 3** Minor shortfall requiring some development
- 2** Weak area requiring development
- 1** Ineffective area, done very badly
- U** Unable to comment

Introduction to Competency Overview Graphs

This demonstrates your overall scores against each of the main competency areas. These scores are the average over all the respondents, including yourself.

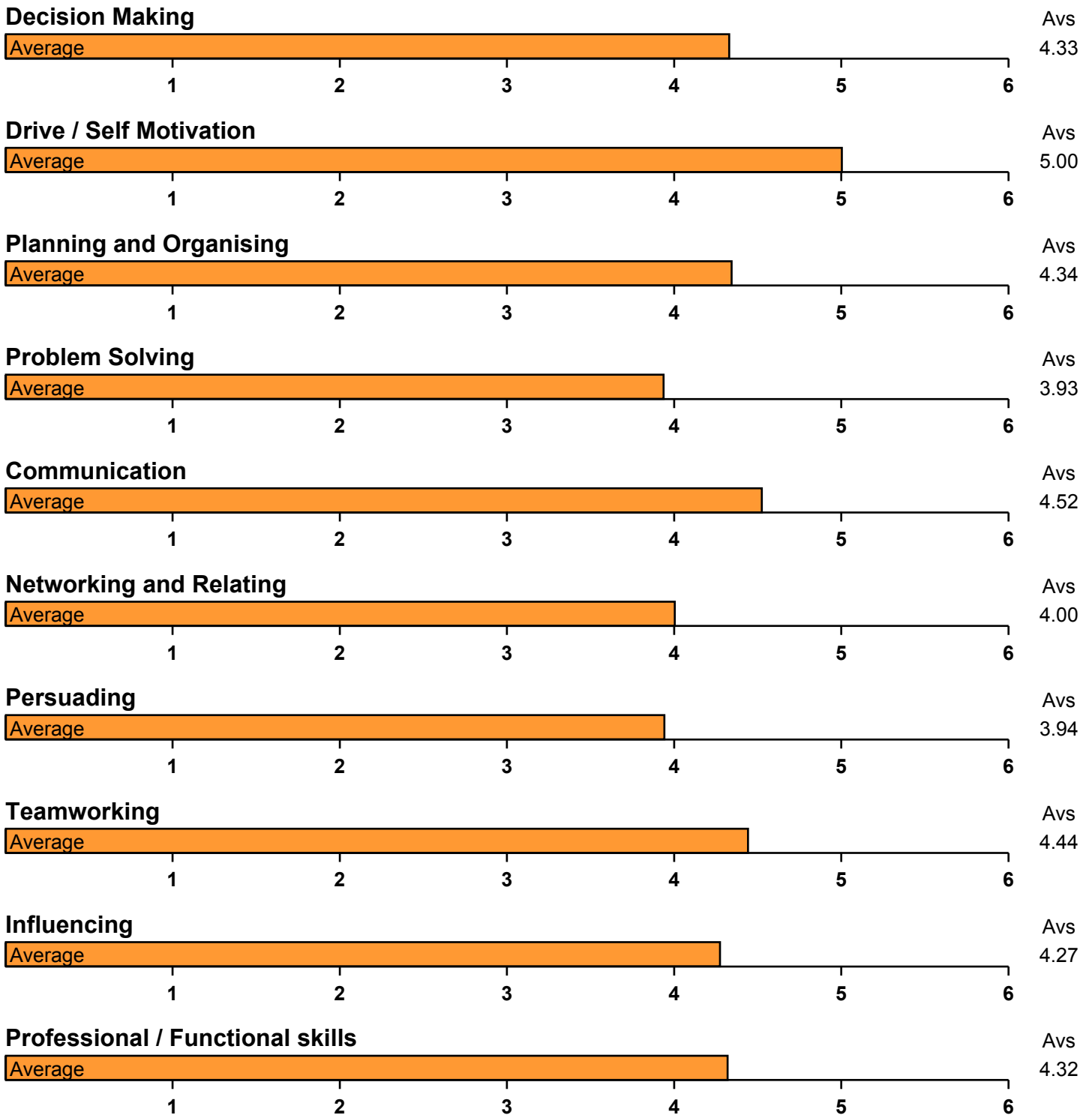
Avs is the average score and corresponds with the bar length.

NR means no responses.

AP means anonymity protection i.e., if fewer than a specified minimum number of people from a particular group have responded, the score is not shown to protect anonymity.

Competency Overview Graphs

Anne Example



Avs - Average Score
NR - No Reponse AP - Anonymity Protected

Competency Overview Graphs

Anne Example

Use of Technology



Composite



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Introduction to Question Overview Graphs

This report shows how you have been rated at the Competency and Question level. These scores are the average over all your respondents, including yourself. The responses are represented by a set of bars on the left of the page and in numerical format in the columns on the right.

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The competencies and questions are shown in ranking order based on the respondent average.

Question Overview Graphs

Anne Example

Problem Solving



19. Develops practical solutions to problems



12. Considers the root of a problem, not just its symptoms



31. Identifies problems at their early stages

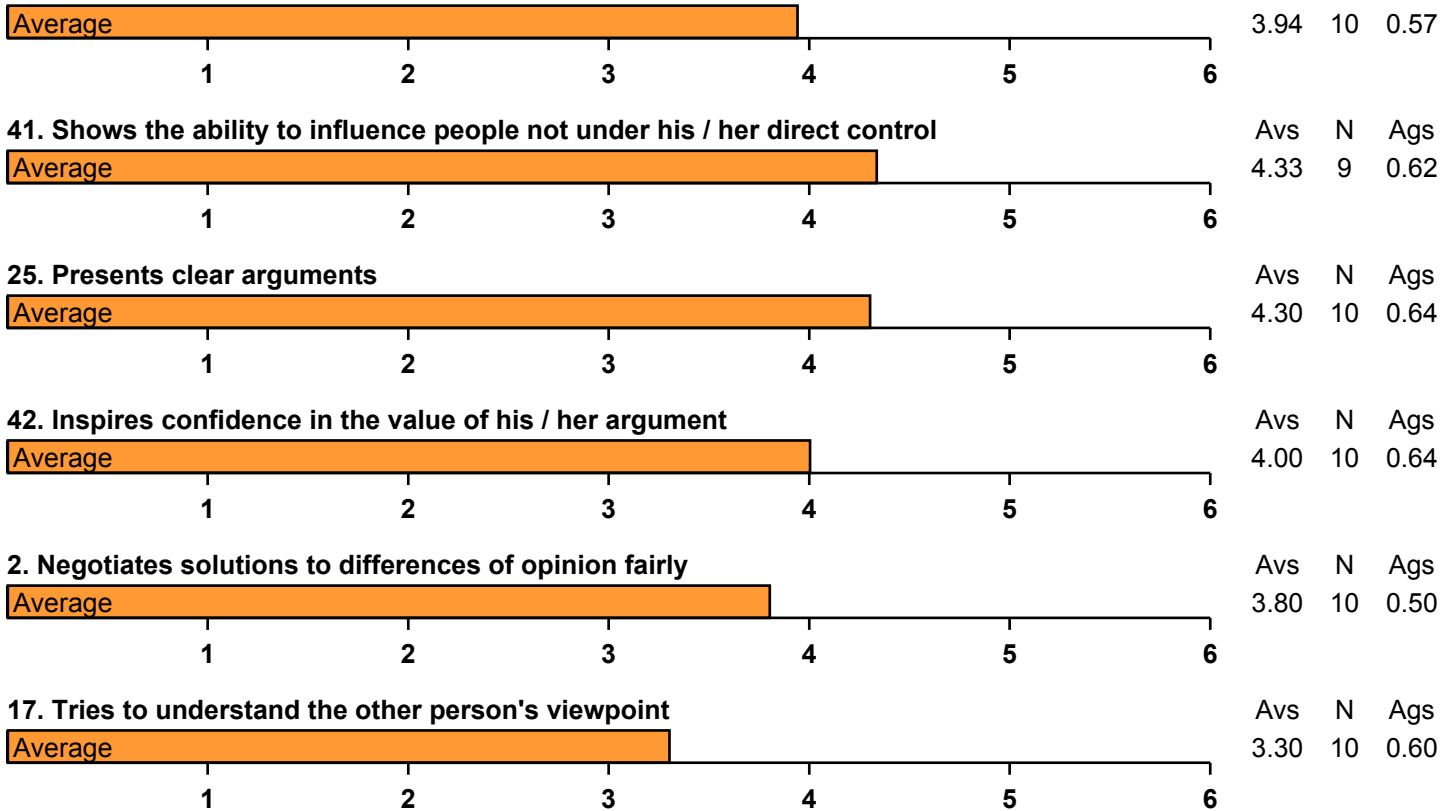


Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Response AP - Anonymity Protected

Question Overview Graphs

Anne Example

Persuading



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Question Overview Graphs

Anne Example

Networking and Relating



32. Knows the right person to contact



6. Behaves honestly and ethically



39. Seeks to resolve areas of conflict



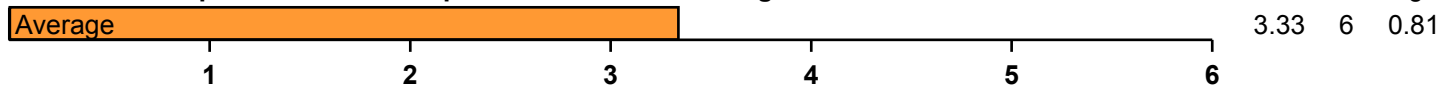
37. Builds co-operative relationships with people outside immediate work area



22. Deals with people diplomatically



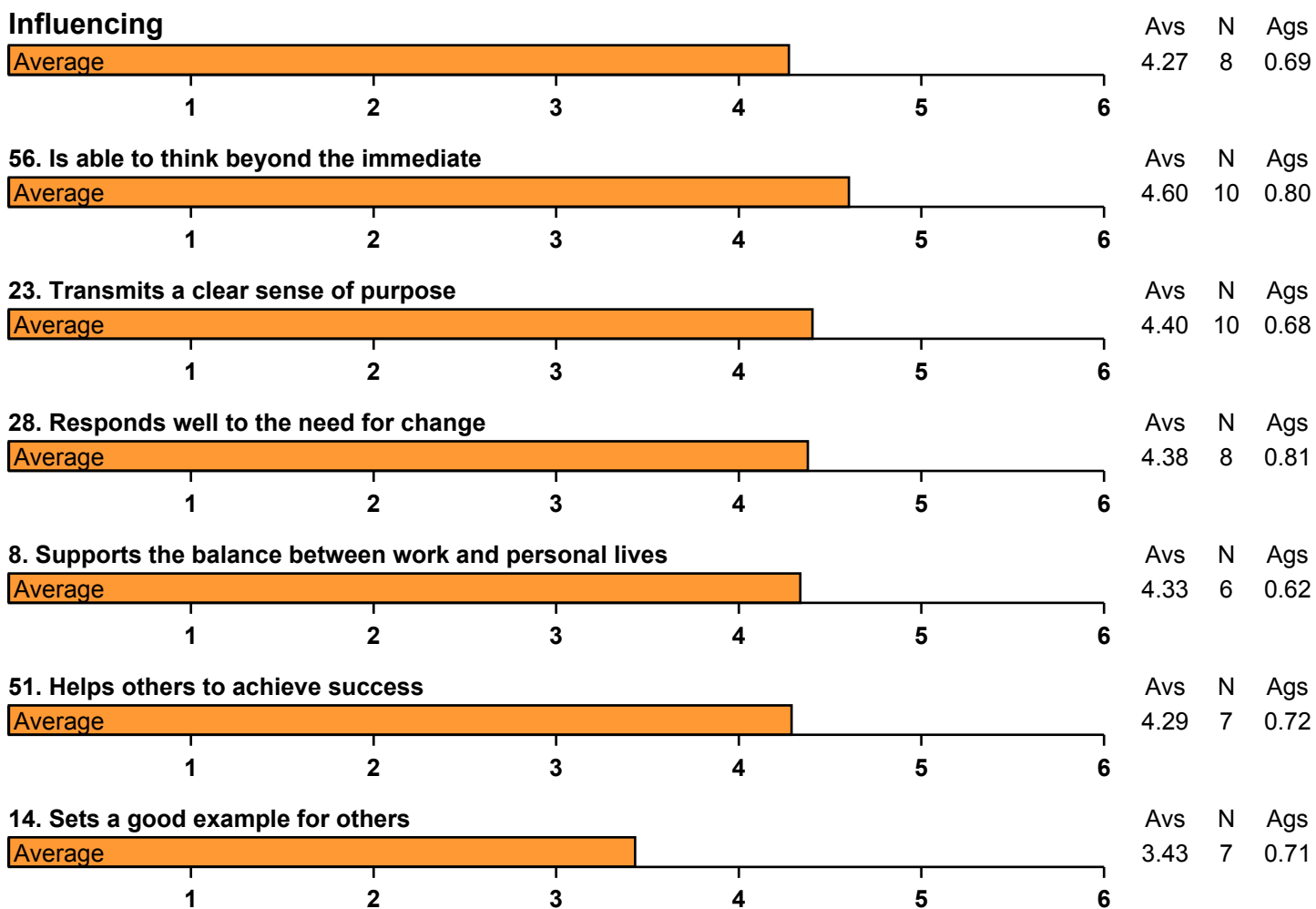
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Question Overview Graphs

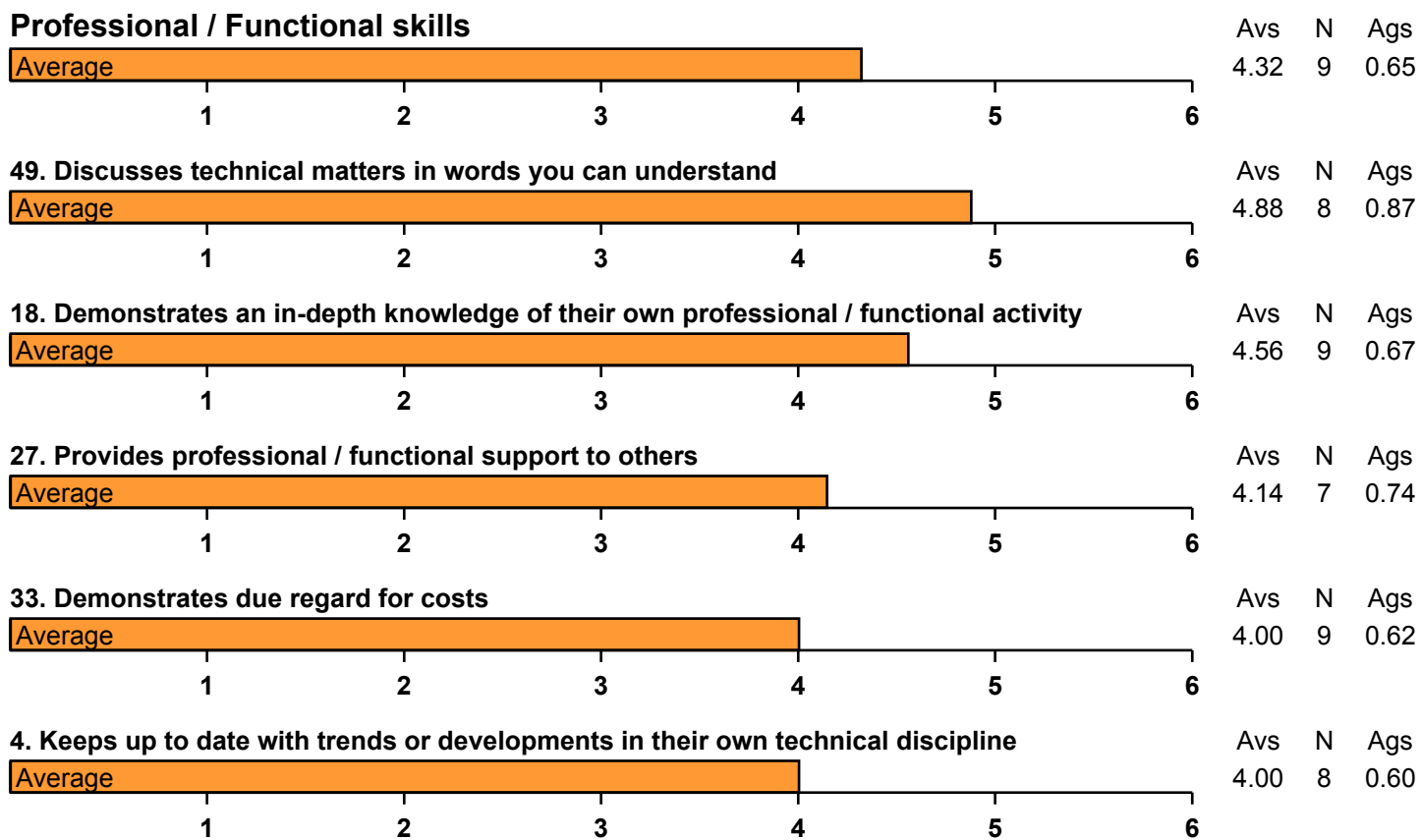
Anne Example



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Question Overview Graphs

Anne Example

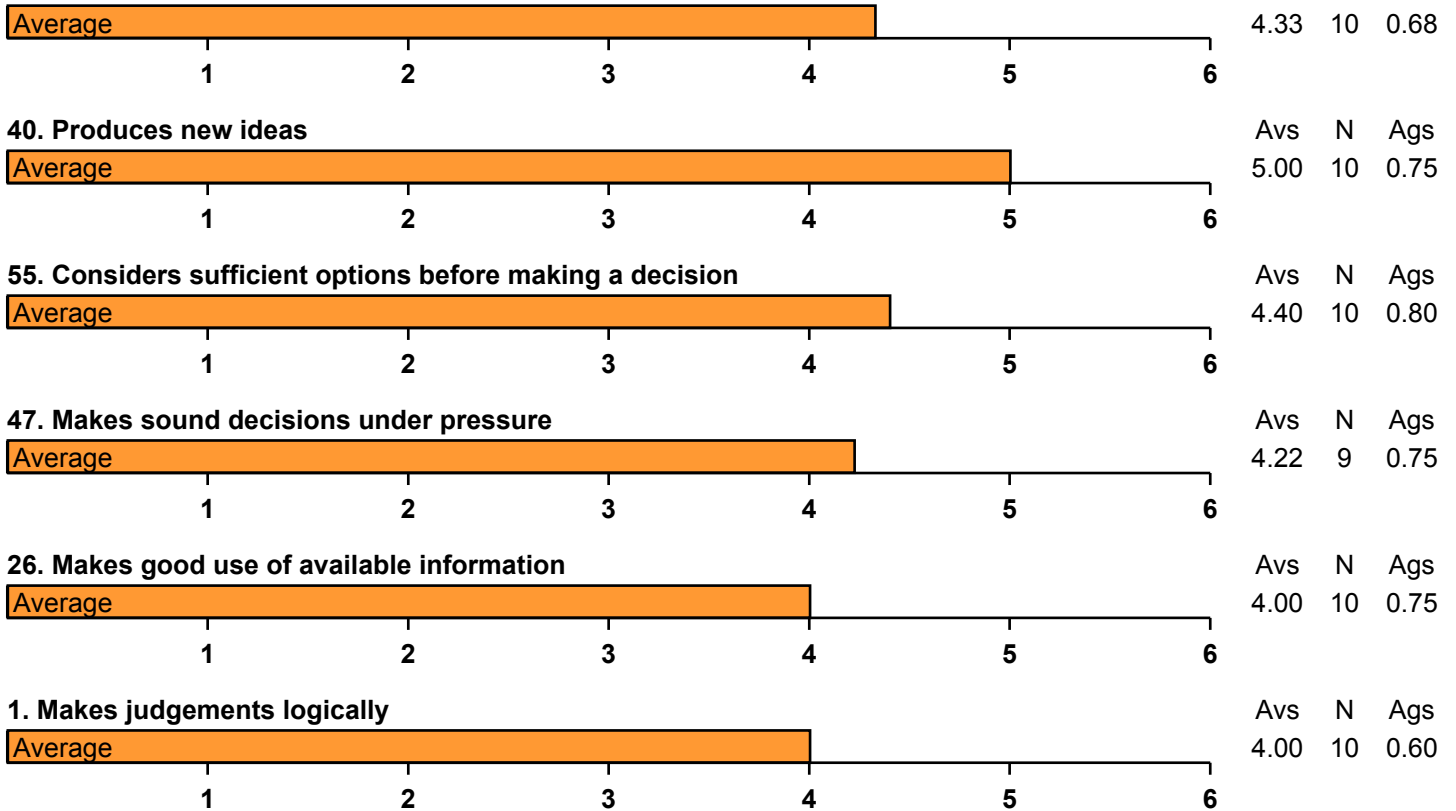


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Question Overview Graphs

Anne Example

Decision Making



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Question Overview Graphs

Anne Example

Planning and Organising



15. Checks to ensure plans are on course



46. Completes work within an agreed time frame



54. Achieves goals through realistic planning



5. Uses his / her time effectively



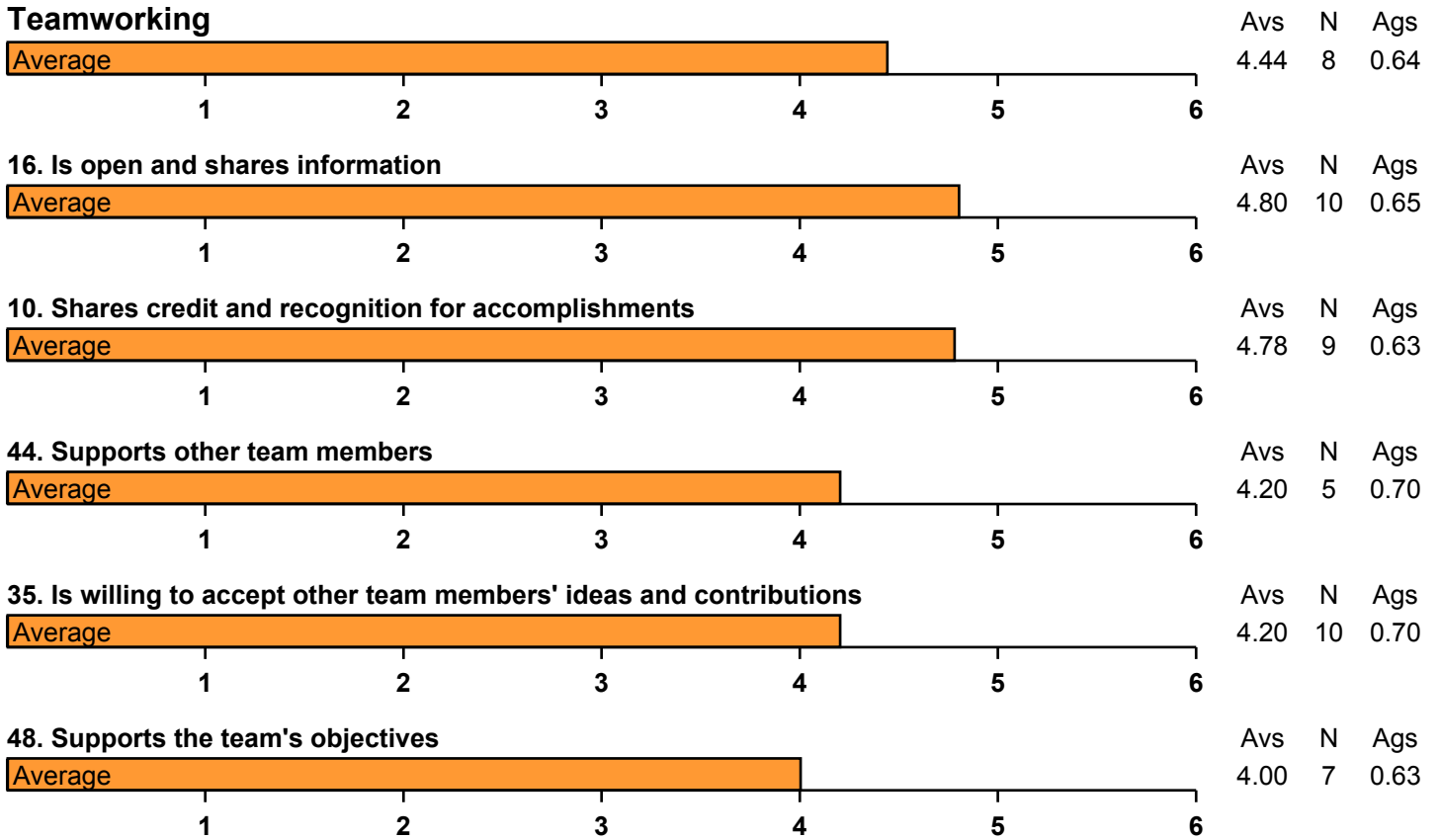
9. Sets clear objectives



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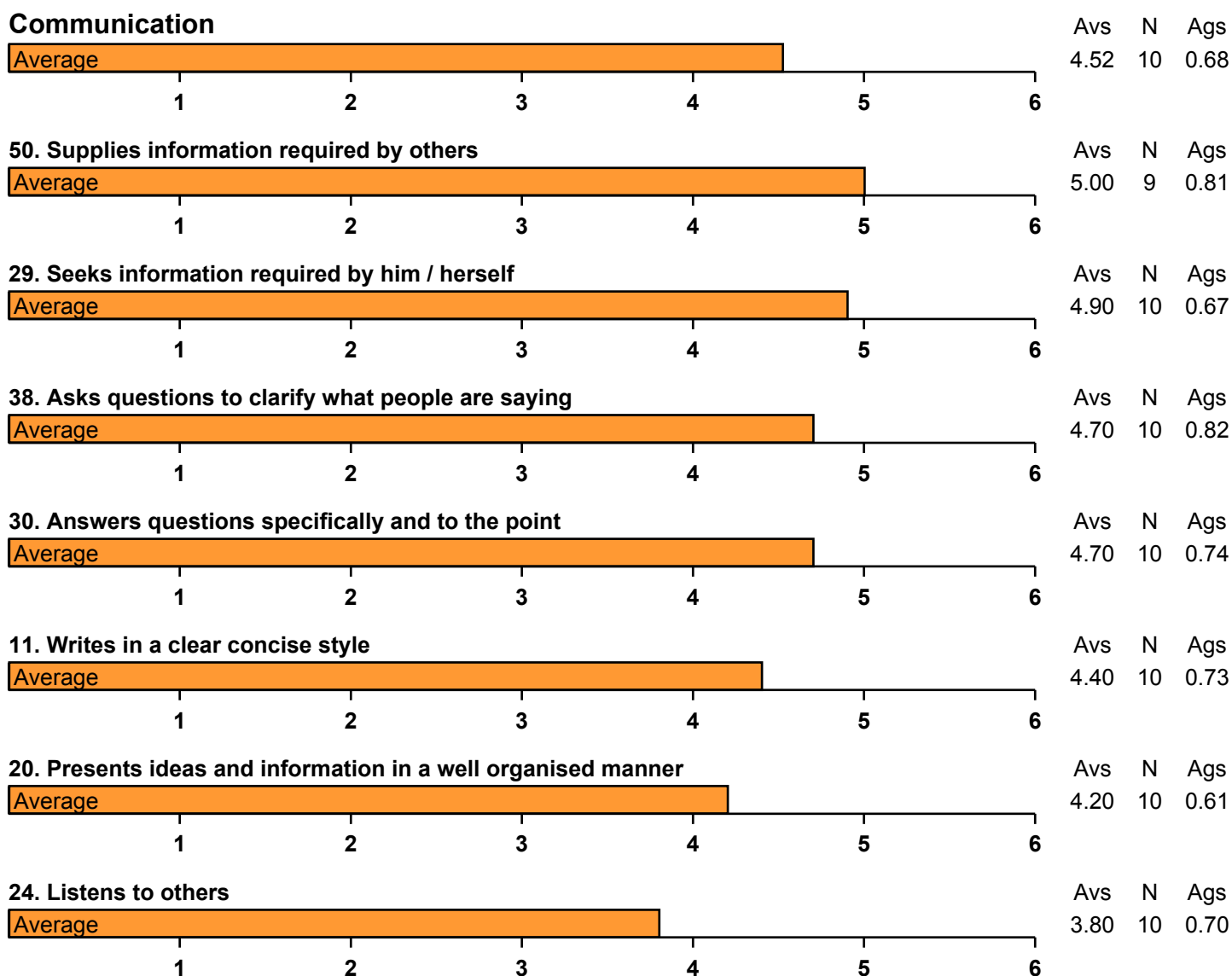
Question Overview Graphs

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Question Overview Graphs Anne Example



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Question Overview Graphs

Anne Example

Use of Technology



52. Embraces technical change in their part of the business



34. Encourages others to use business technology



7. Uses communication technology appropriately



43. Seeks advice when technical problems occur



13. Keeps up to date on business technology appropriate to their work



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Question Overview Graphs

Anne Example

Drive / Self Motivation



53. Perseveres towards goals despite problems



3. Works hard to deliver what is needed



36. Shows initiative



21. Demonstrates high personal standards



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Introduction to Competency Rater Overview

This report shows how you have been rated at the Competency level by each of the different respondent (or rater) types. The responses are represented by a set of bars on the left of the page (where the respondent type is shown within the bar in each case) and in numerical format in the columns on the right. The last bar on each graph shows the average over all the respondents, including yourself.

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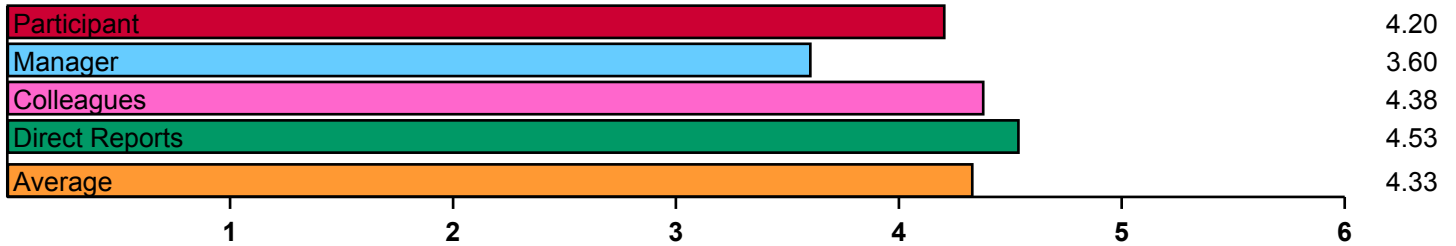
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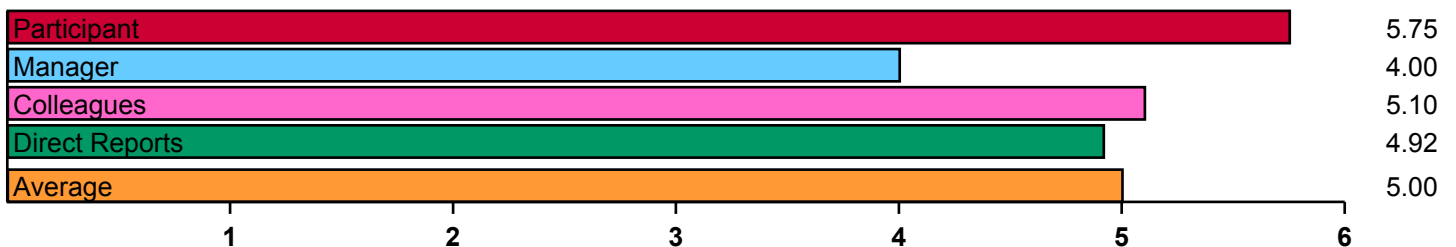
Competency Rater Overview

Anne Example

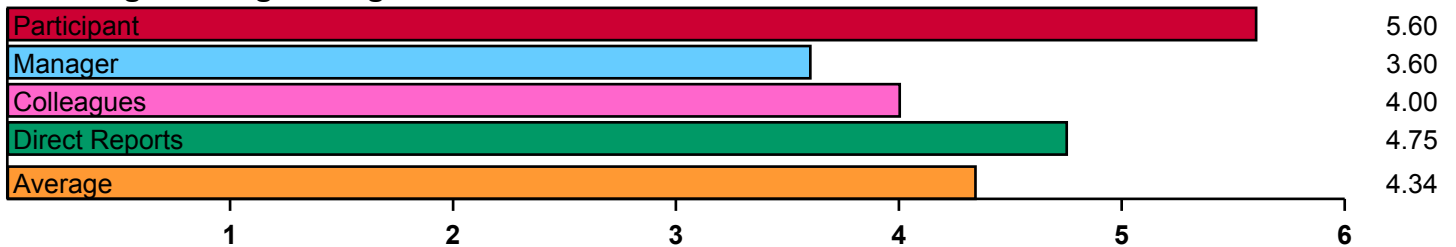
Decision Making



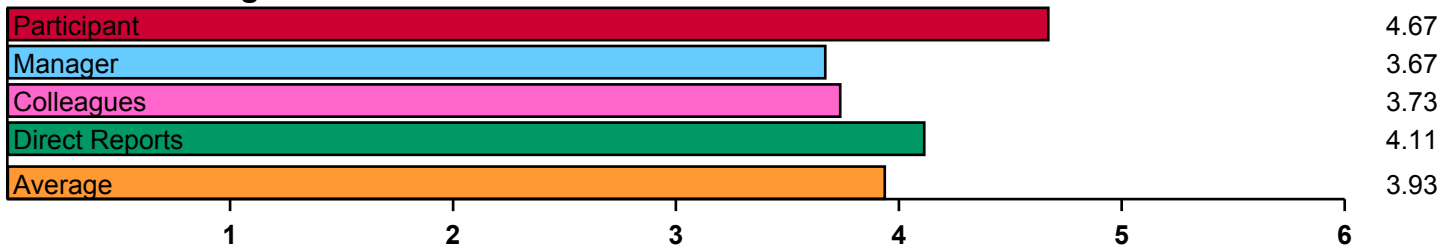
Drive / Self Motivation



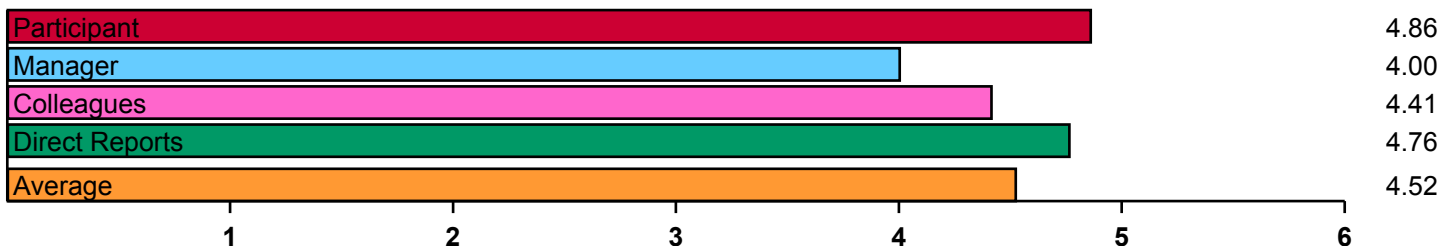
Planning and Organising



Problem Solving



Communication

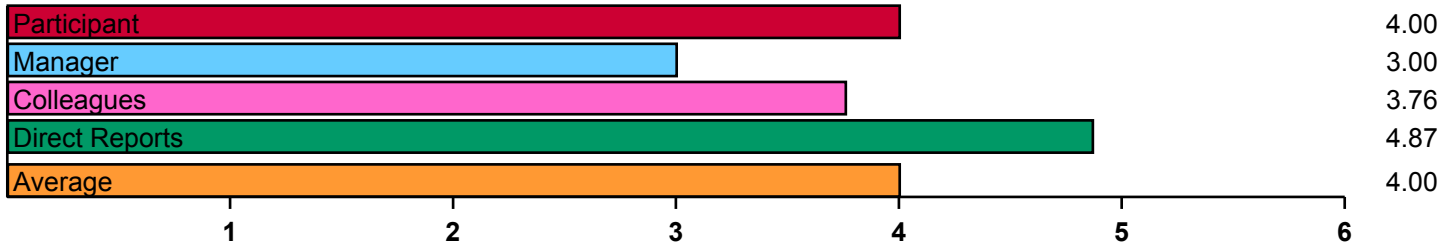


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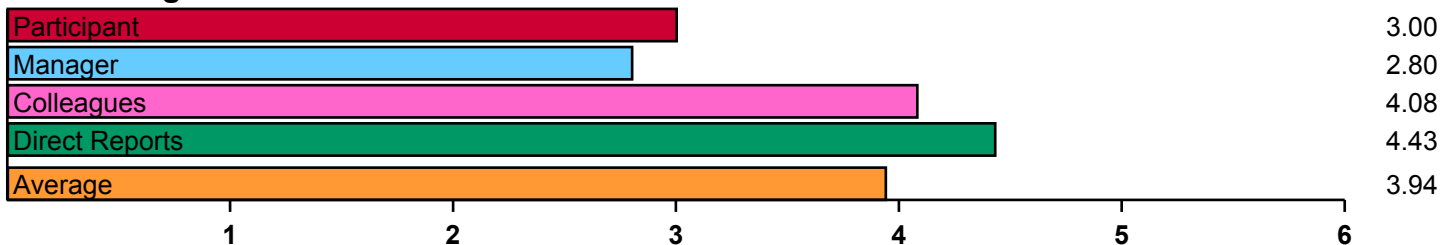
Competency Rater Overview

Anne Example

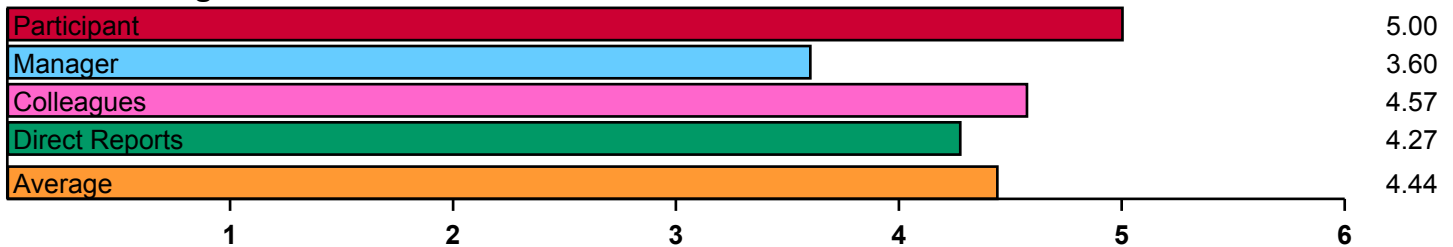
Networking and Relating



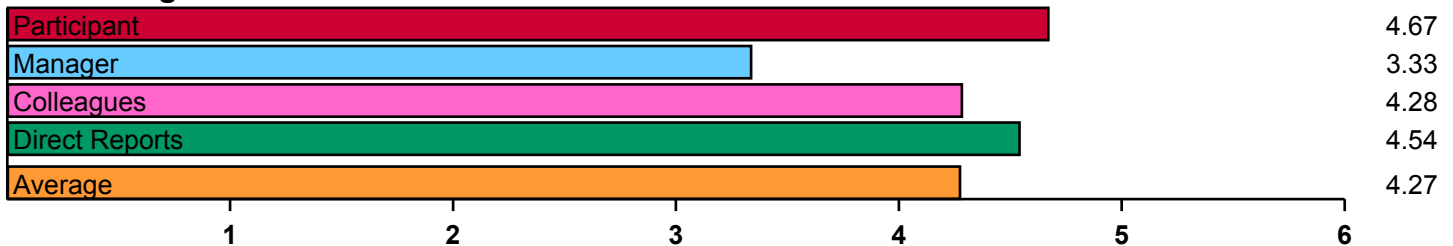
Persuading



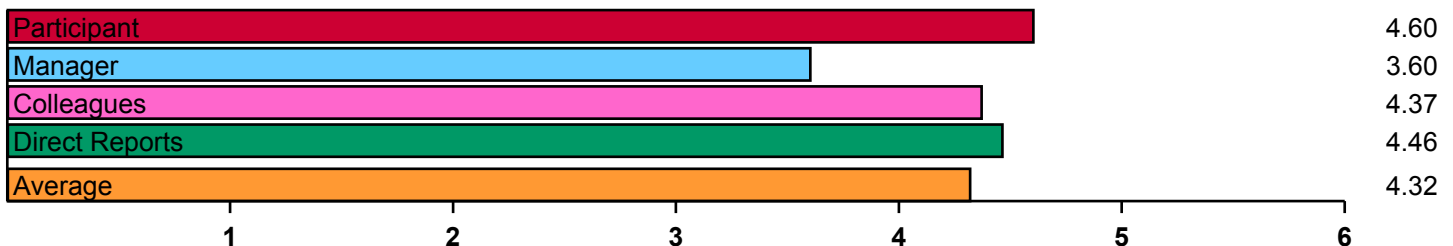
Teamworking



Influencing



Professional / Functional skills

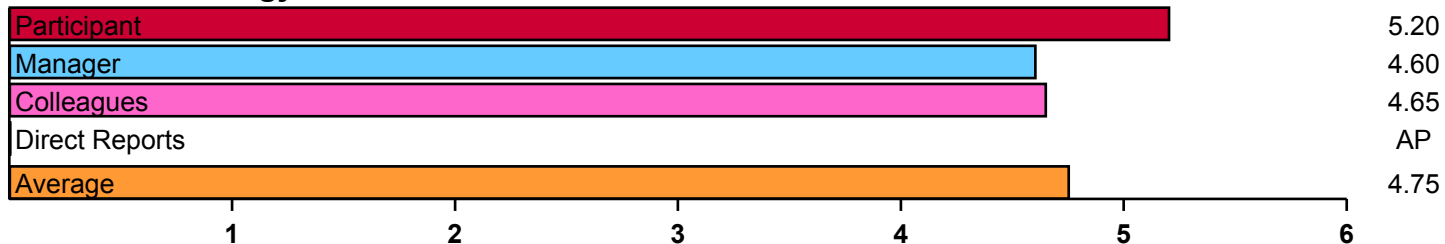


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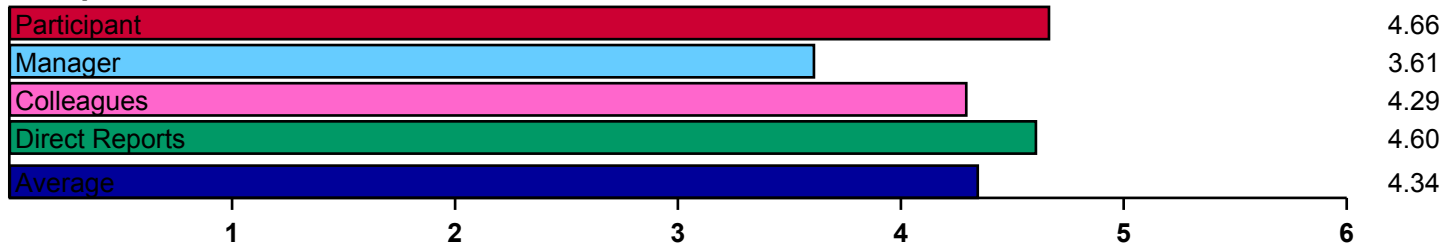
Competency Rater Overview

Anne Example

Use of Technology



Composite



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Introduction to Detailed Information

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Range Bars show the highest and lowest ratings received for a question or competency from a given group.

The competencies and questions are shown in ranking order based on the respondent average.

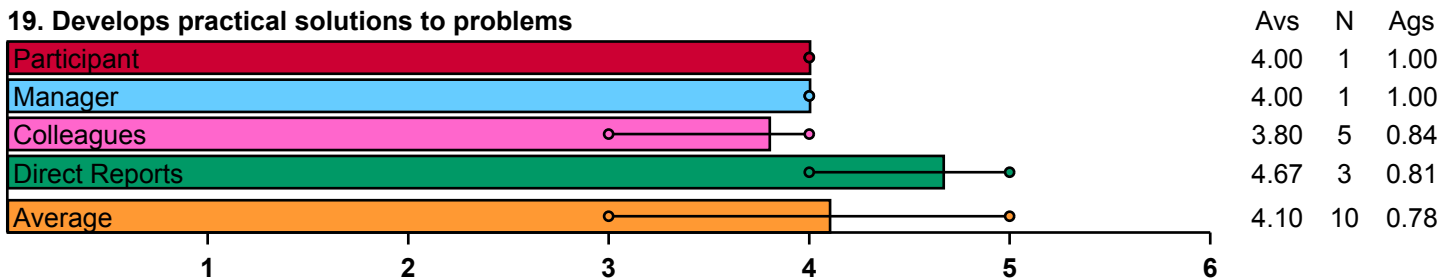
Detailed Information

Anne Example

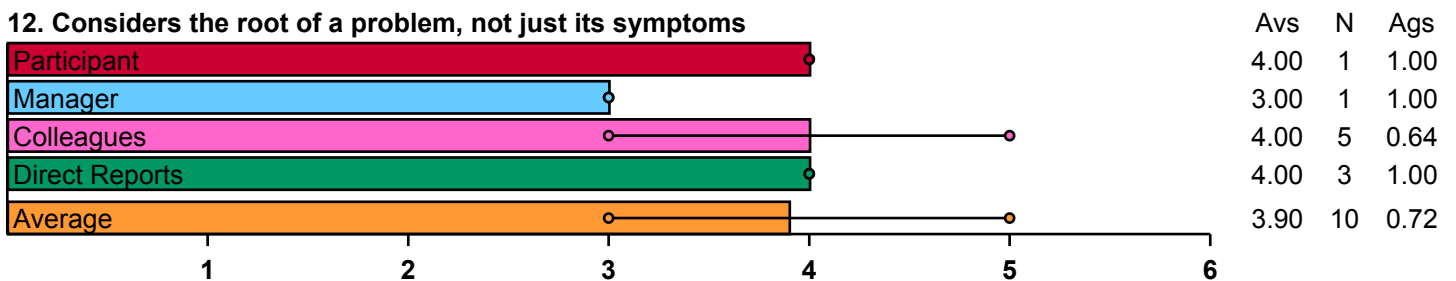
Problem Solving



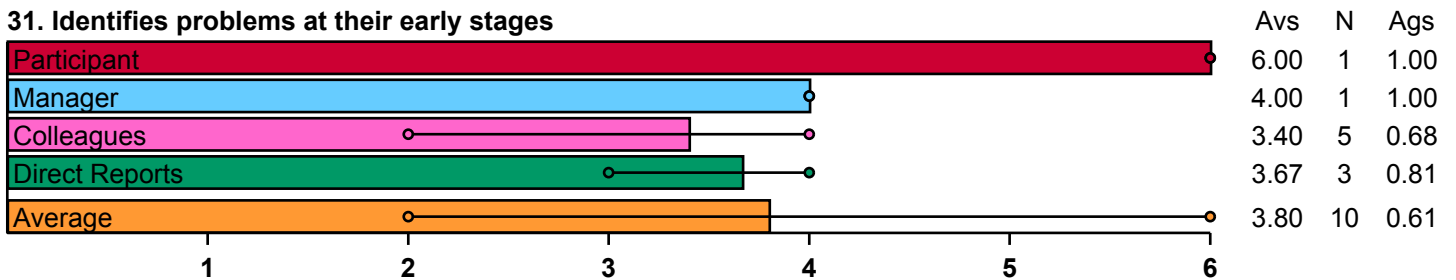
19. Develops practical solutions to problems



12. Considers the root of a problem, not just its symptoms



31. Identifies problems at their early stages

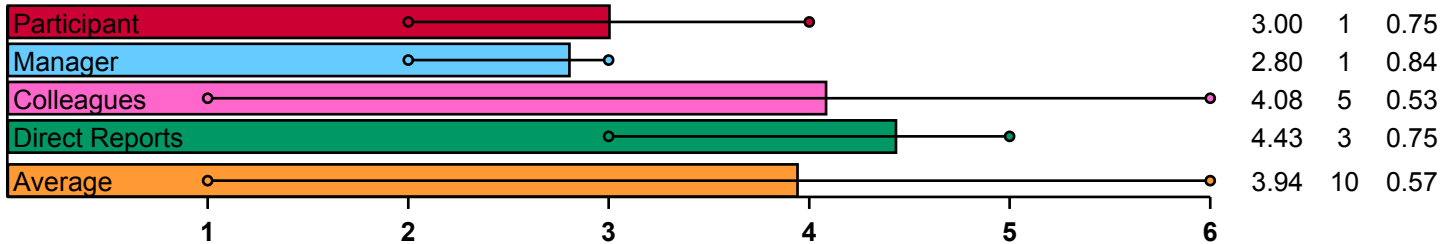


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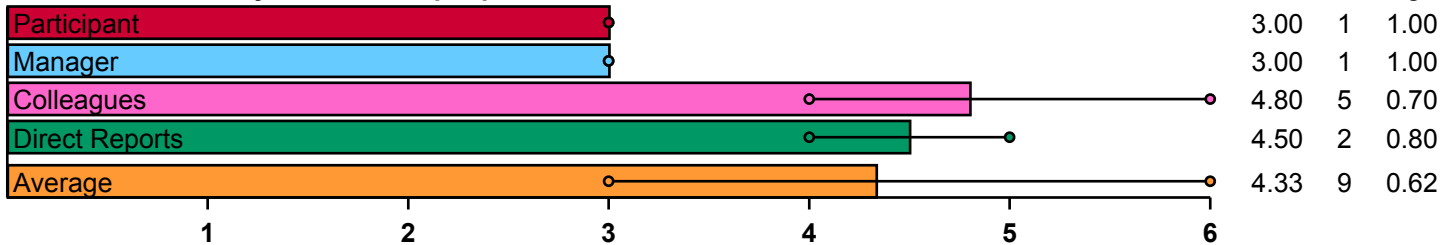
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Anne Example

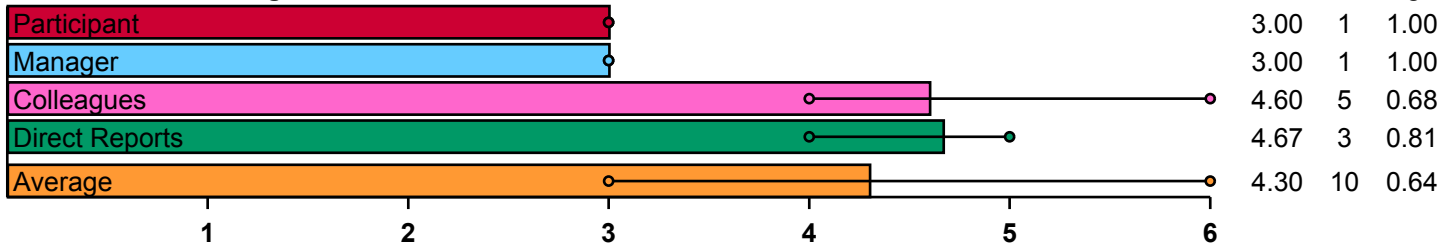
Persuading



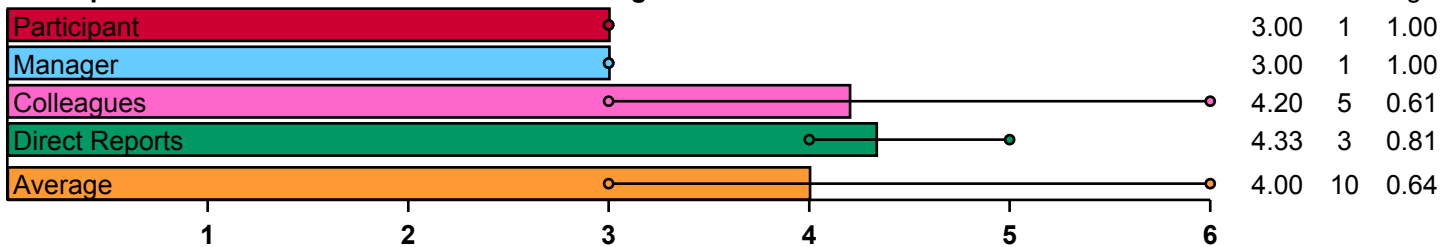
41. Shows the ability to influence people not under his / her direct control



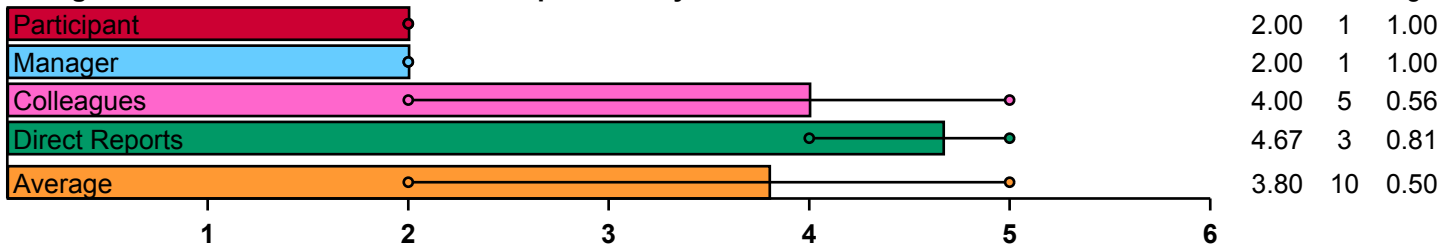
25. Presents clear arguments



42. Inspires confidence in the value of his / her argument



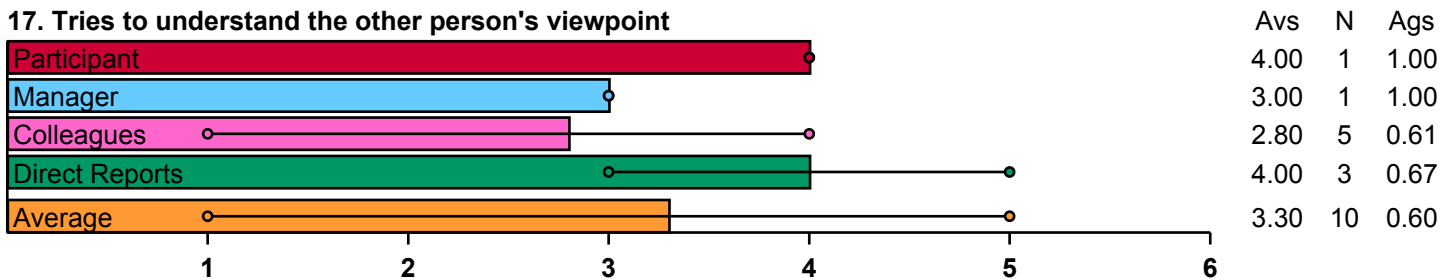
2. Negotiates solutions to differences of opinion fairly



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Detailed Information Anne Example

17. Tries to understand the other person's viewpoint

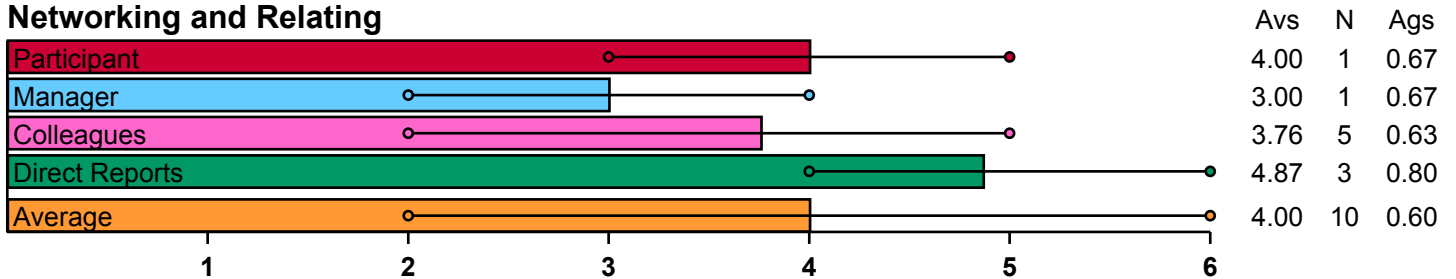


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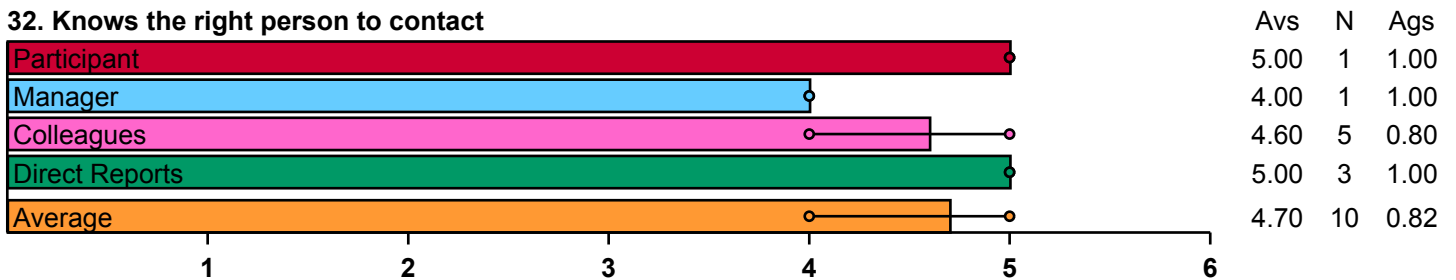
Detailed Information

Anne Example

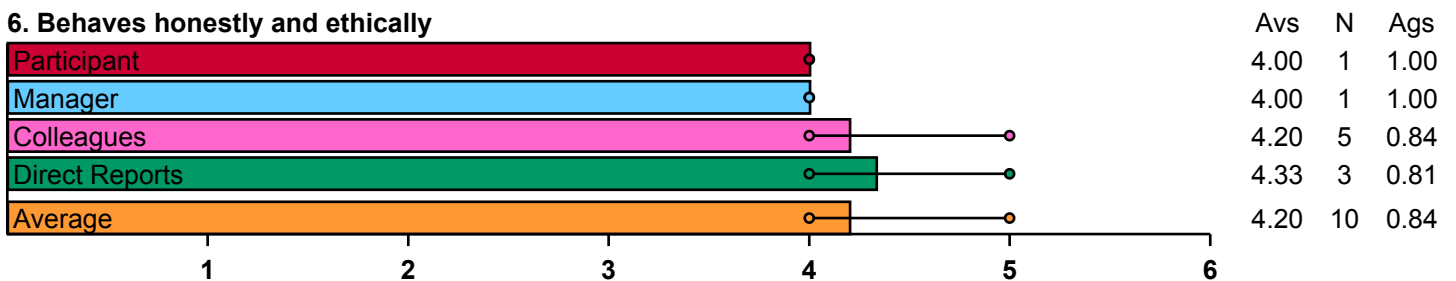
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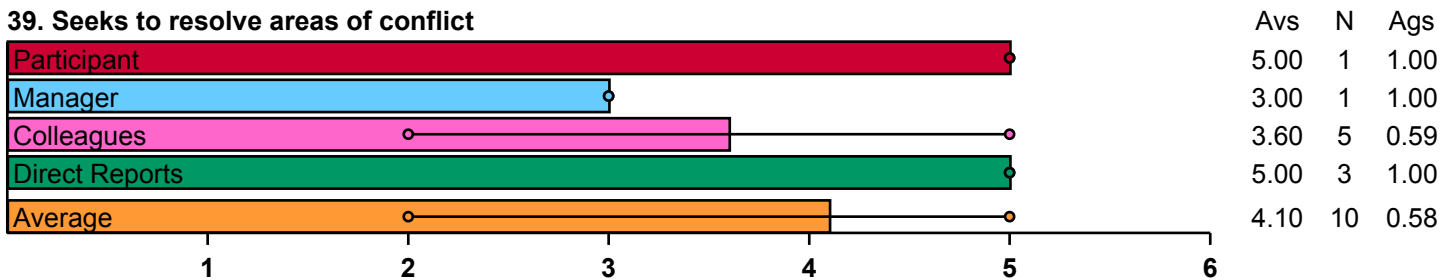
32. Knows the right person to contact



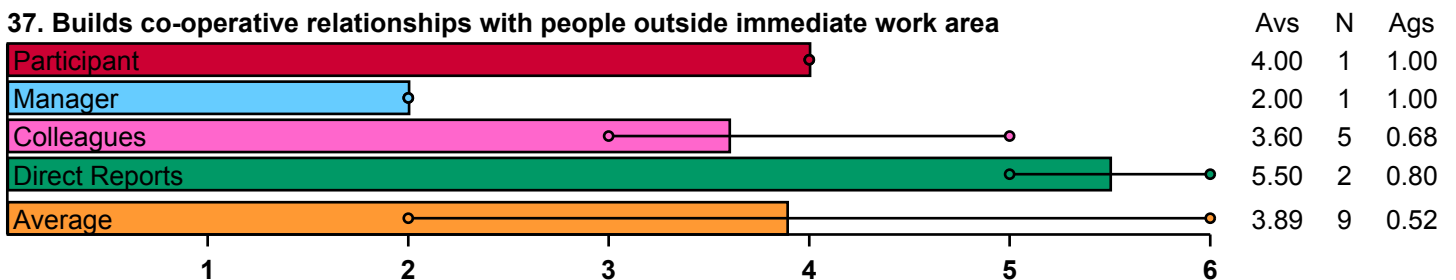
6. Behaves honestly and ethically



39. Seeks to resolve areas of conflict



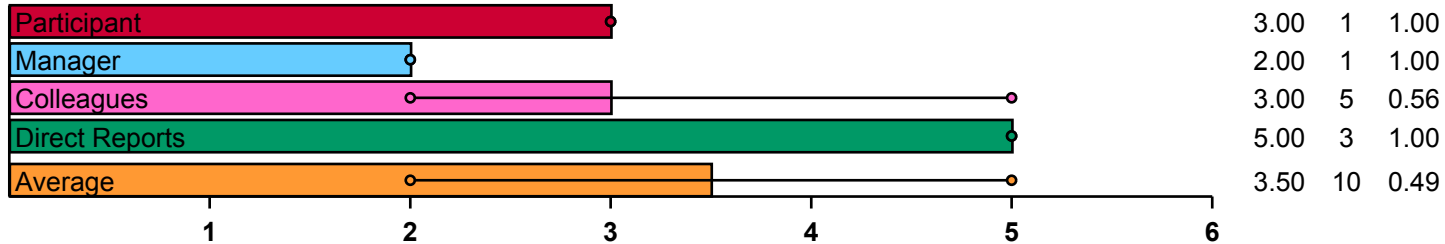
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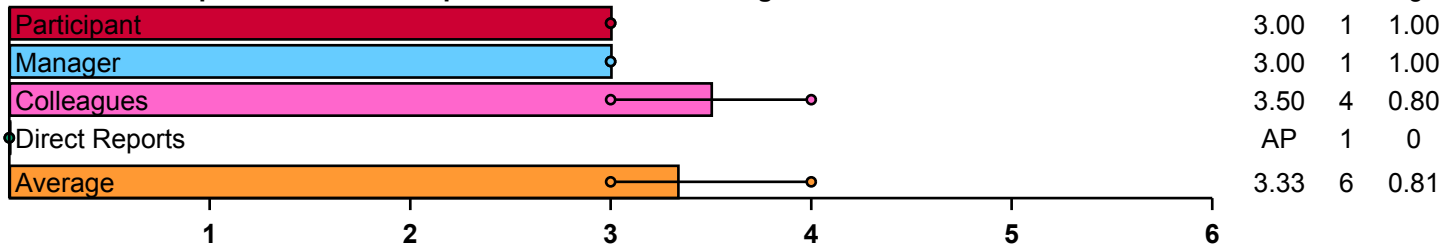
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Detailed Information Anne Example

22. Deals with people diplomatically



45. Builds co-operative relationships with immediate colleagues

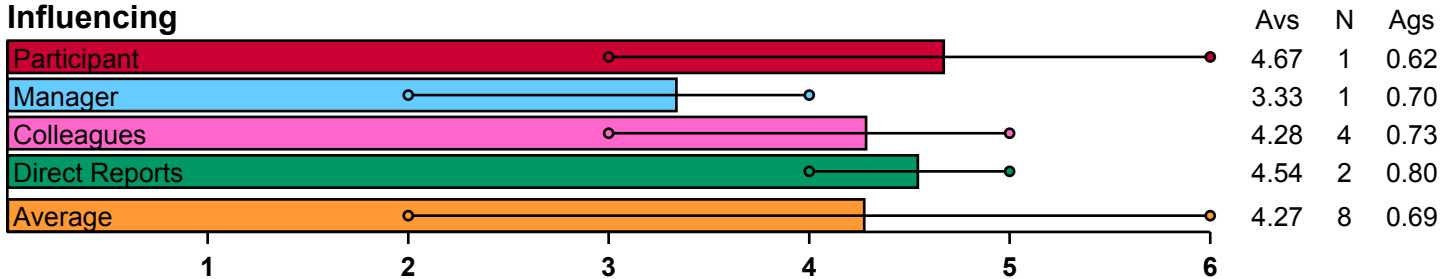


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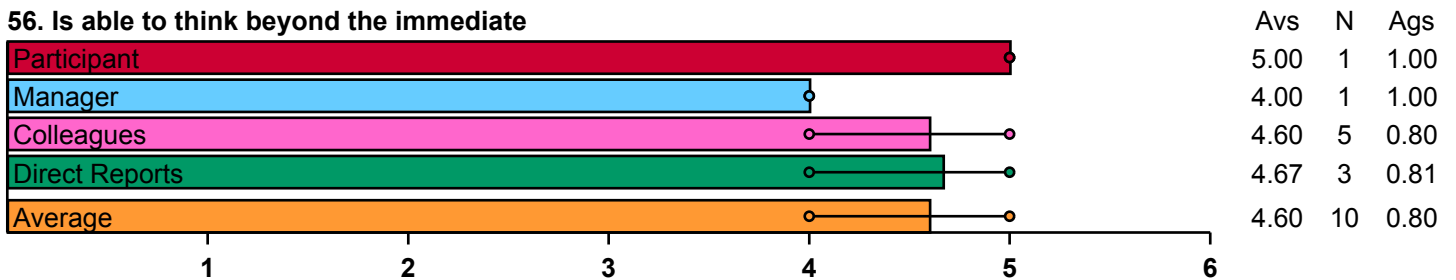
Detailed Information

Anne Example

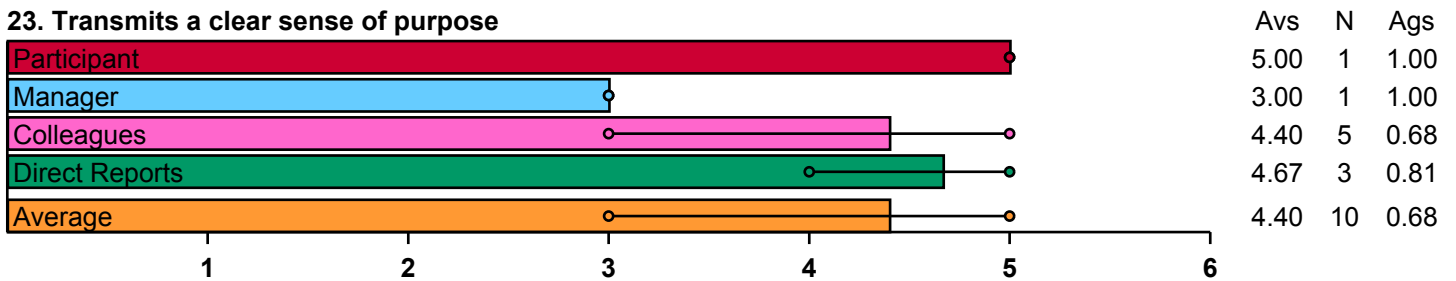
Influencing



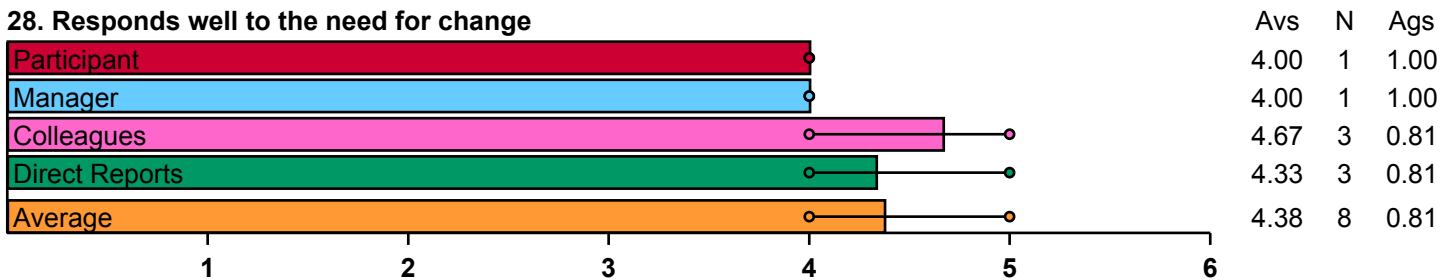
56. Is able to think beyond the immediate



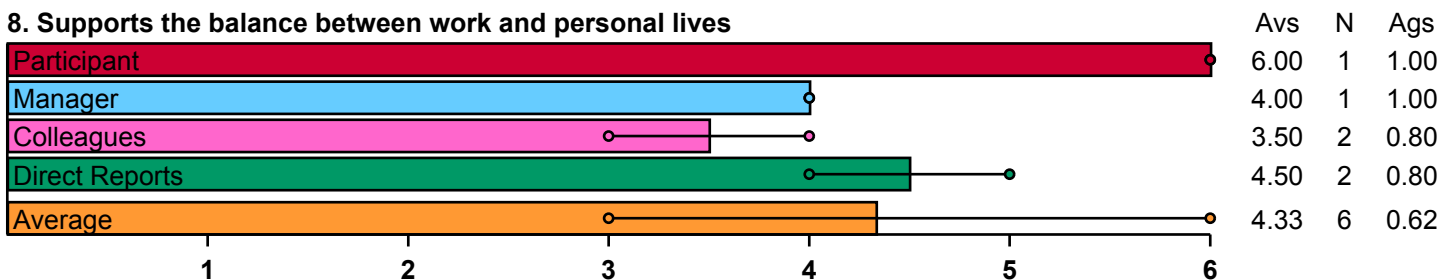
23. Transmits a clear sense of purpose



28. Responds well to the need for change



8. Supports the balance between work and personal lives

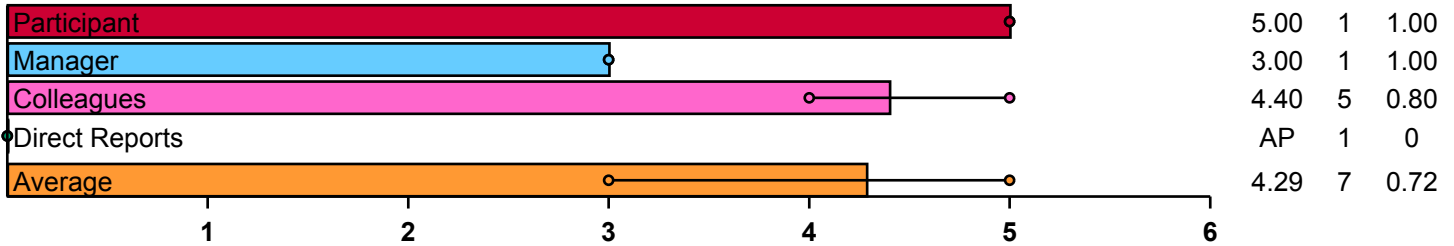


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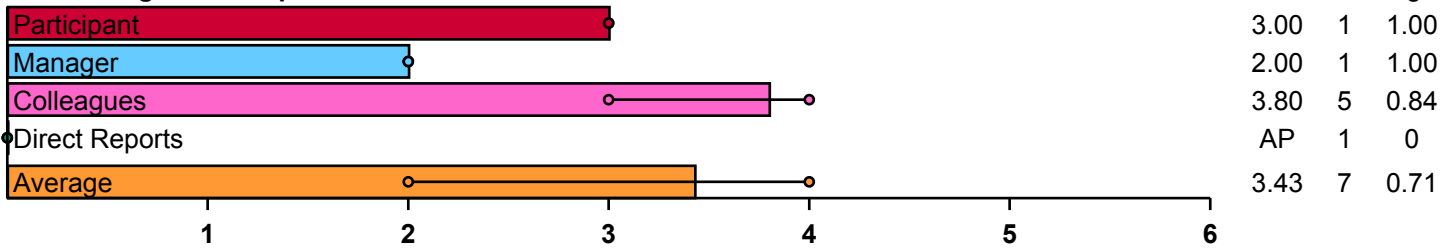
Detailed Information

Anne Example

51. Helps others to achieve success



14. Sets a good example for others

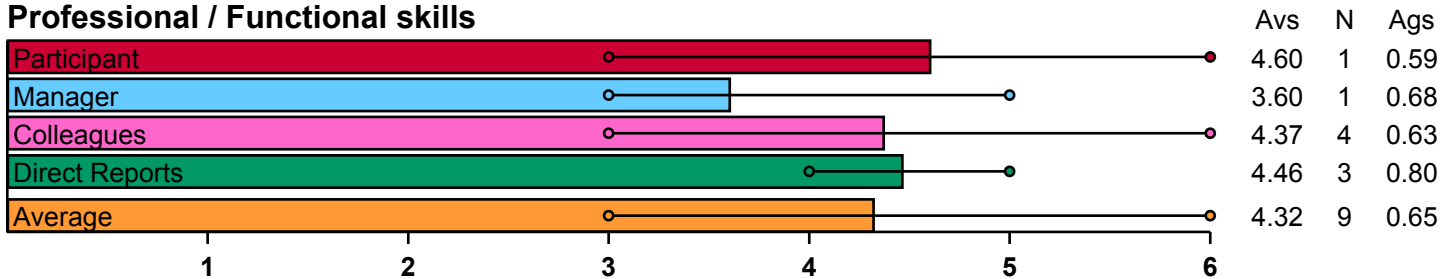


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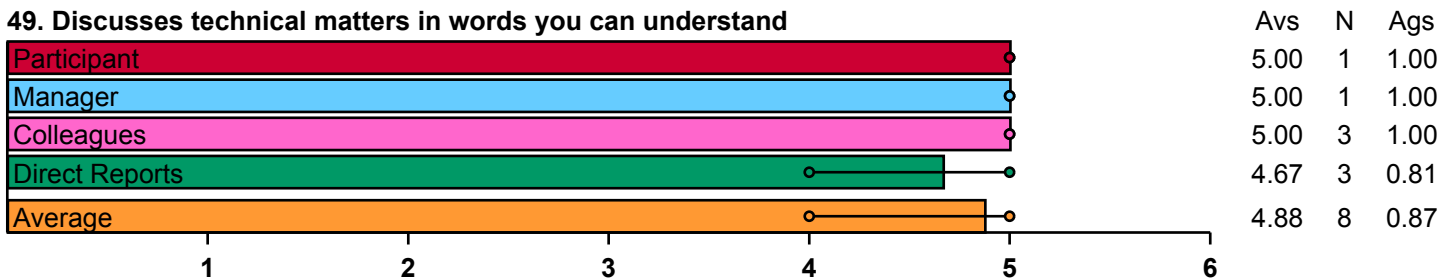
Detailed Information

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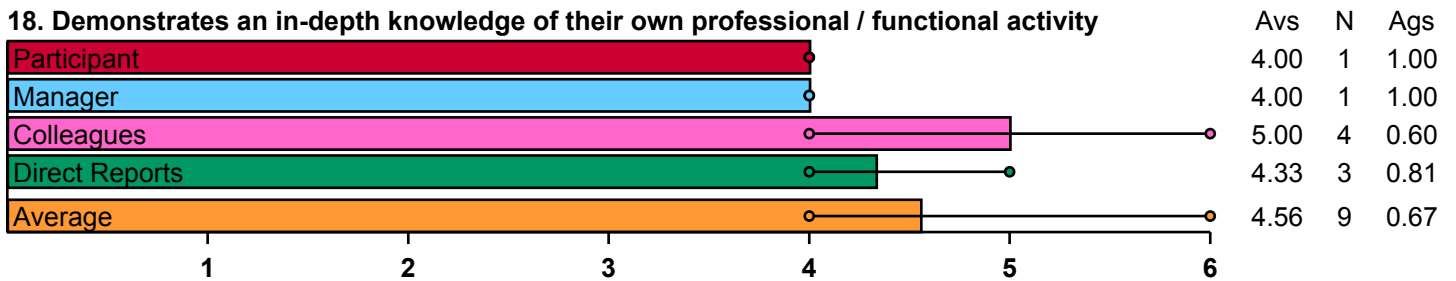
Professional / Functional skills



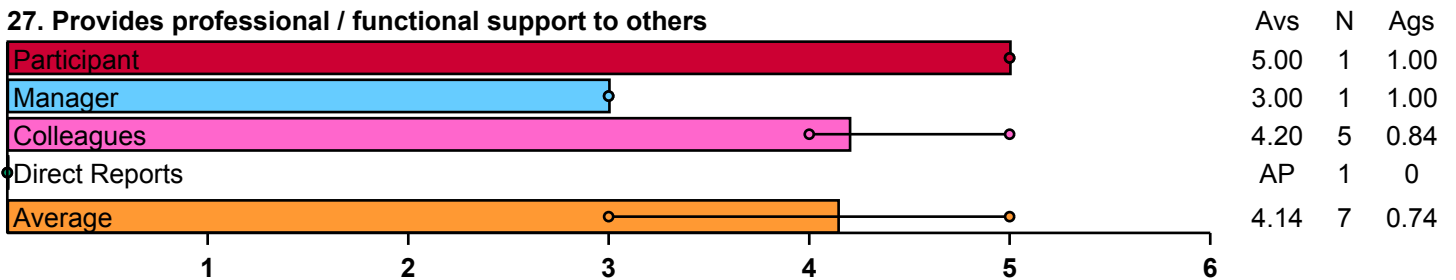
49. Discusses technical matters in words you can understand



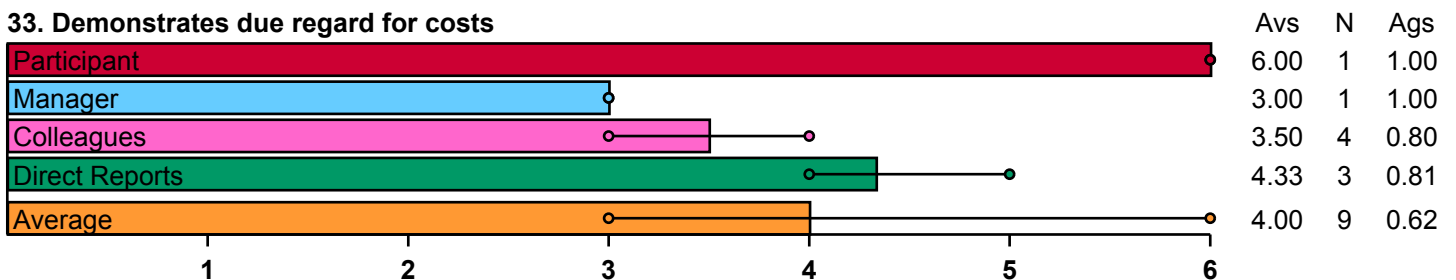
18. Demonstrates an in-depth knowledge of their own professional / functional activity



27. Provides professional / functional support to others



33. Demonstrates due regard for costs

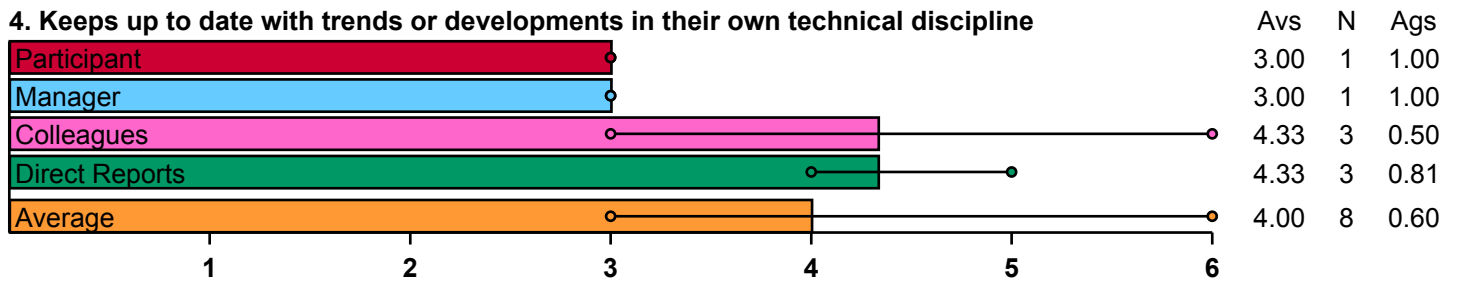


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Detailed Information

Anne Example

4. Keeps up to date with trends or developments in their own technical discipline

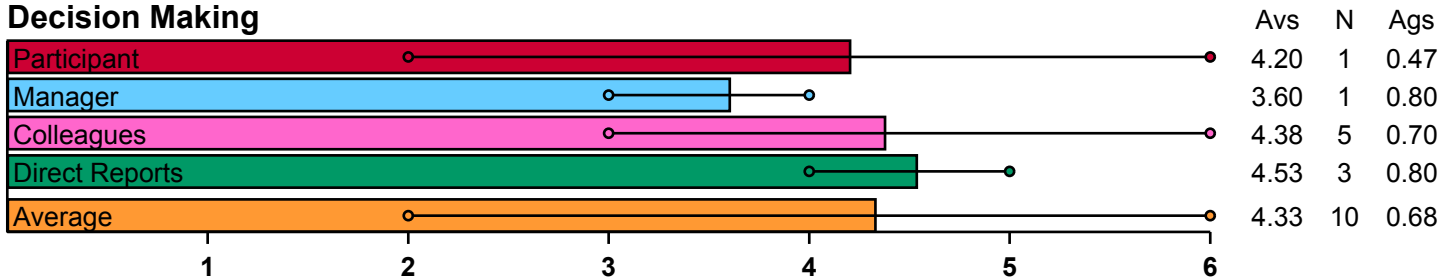


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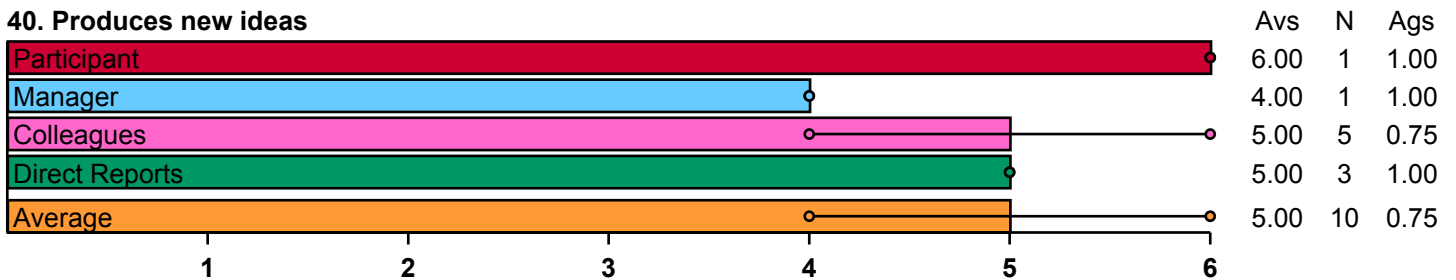
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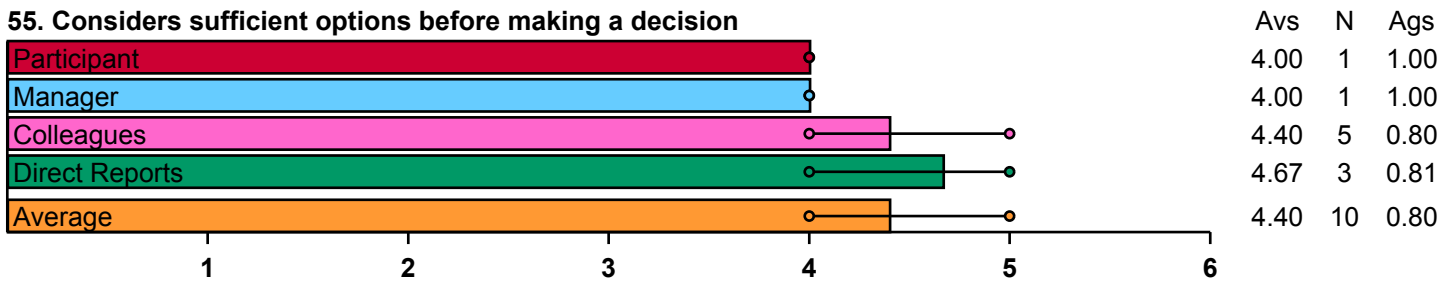
Decision Making



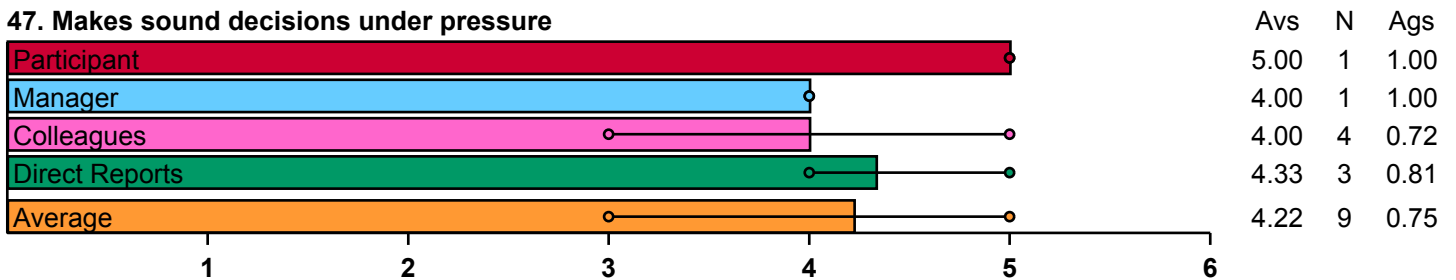
40. Produces new ideas



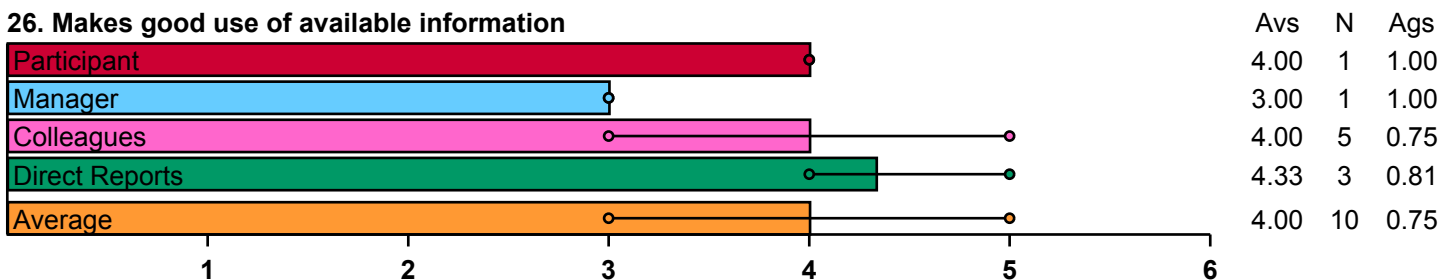
55. Considers sufficient options before making a decision



47. Makes sound decisions under pressure



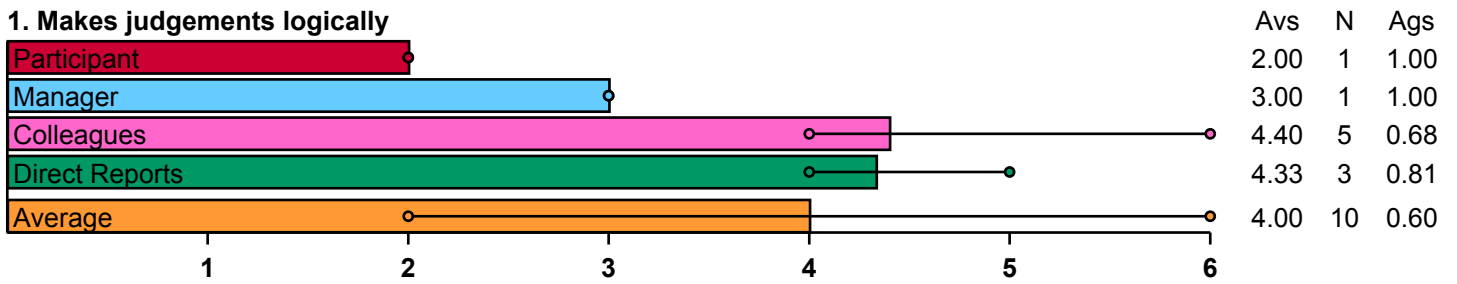
26. Makes good use of available information



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Detailed Information

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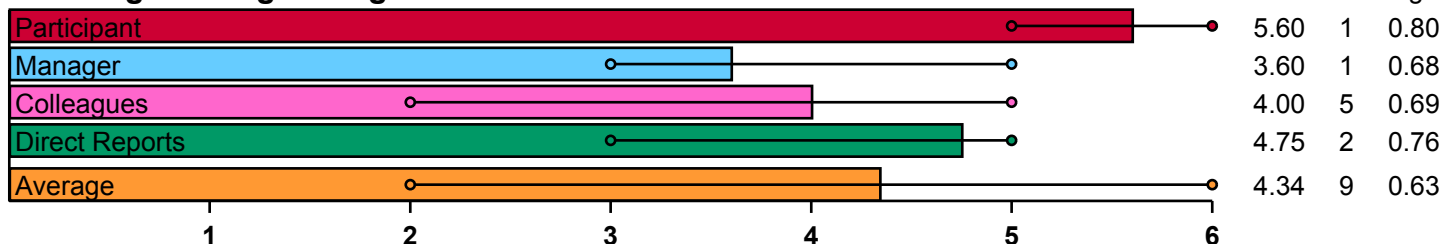


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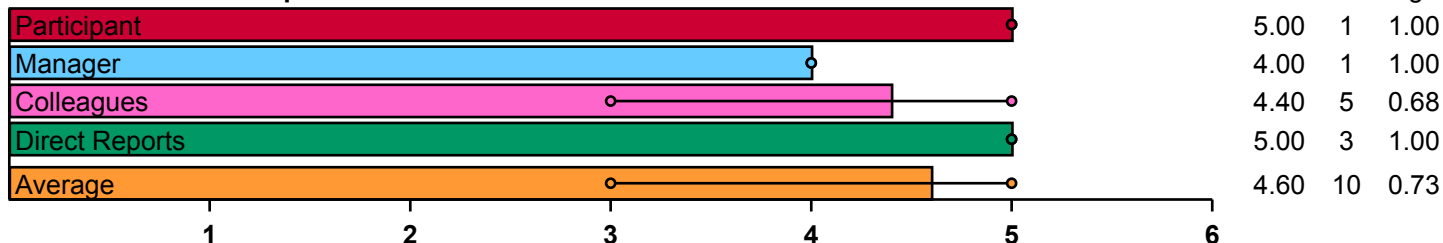
Detailed Information

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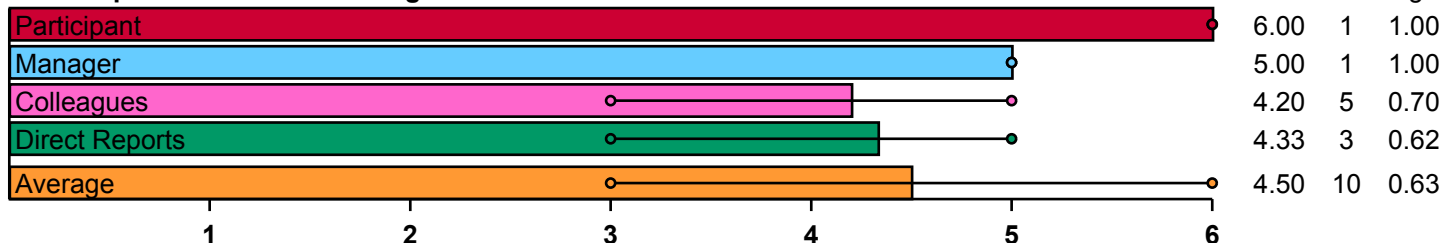
Planning and Organising



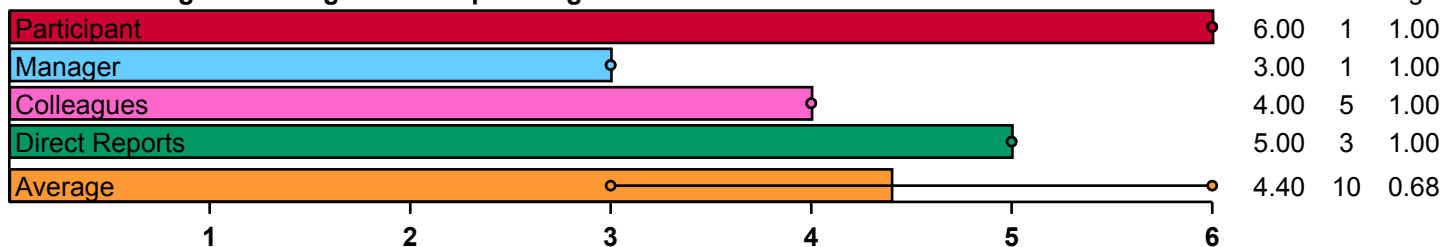
15. Checks to ensure plans are on course



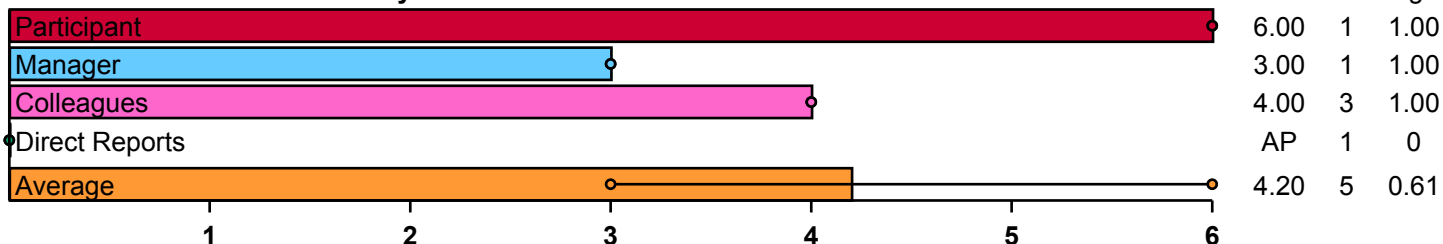
46. Completes work within an agreed time frame



54. Achieves goals through realistic planning



5. Uses his / her time effectively

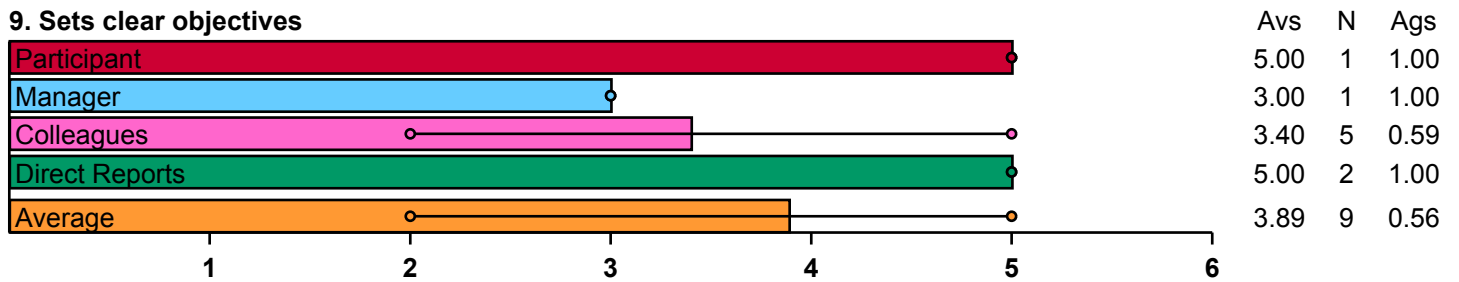


Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

Detailed Information

Anne Example

9. Sets clear objectives

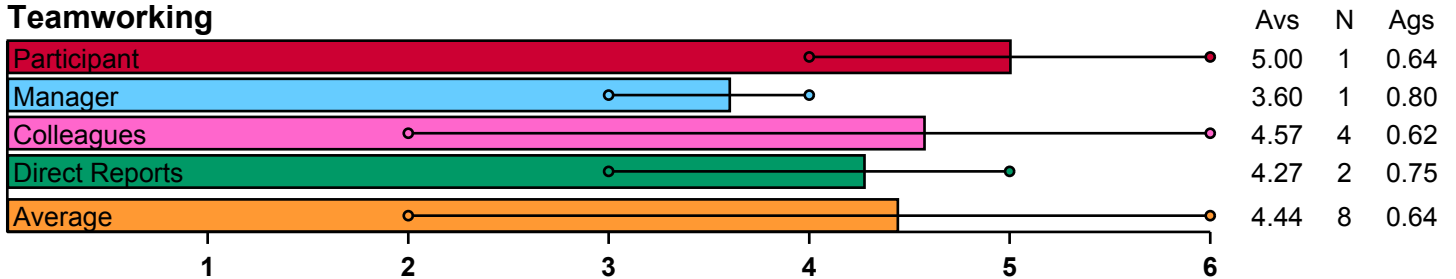


Avs - Average Score N - Number of Responses Ags - Agreement Score
 NR - No Reponse AP - Anonymity Protected

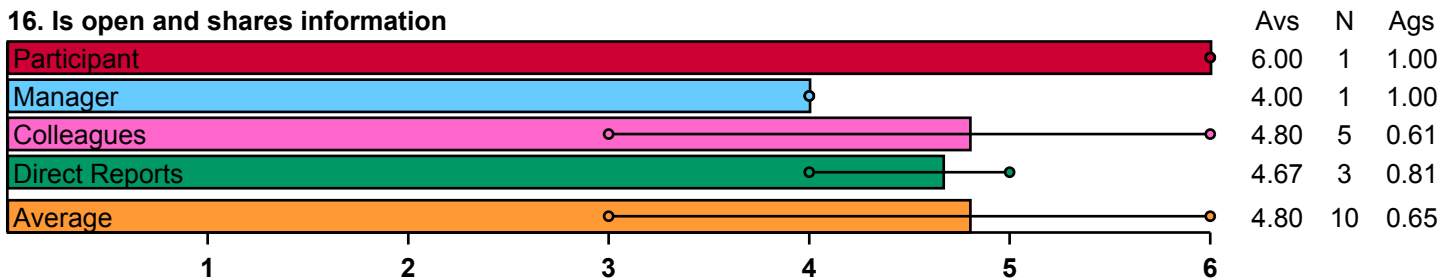
Detailed Information

Anne Example

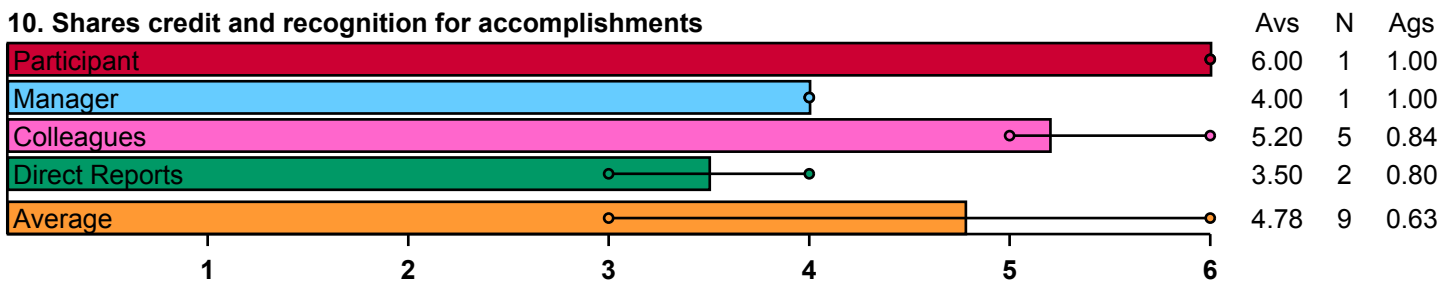
Teamworking



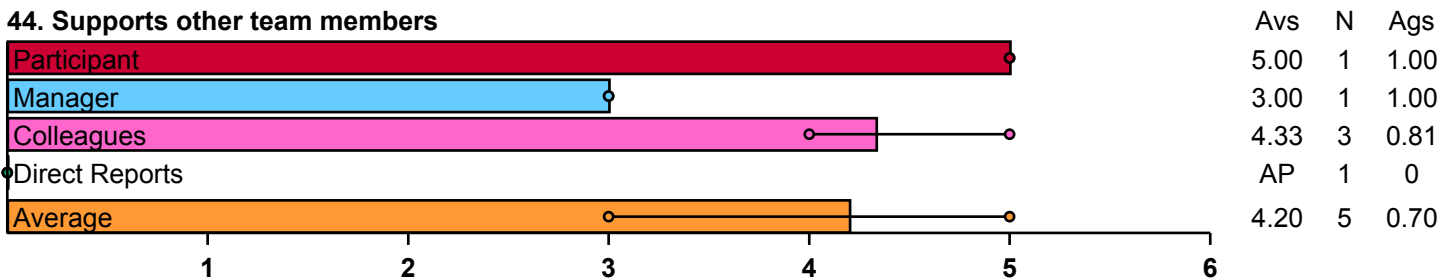
16. Is open and shares information



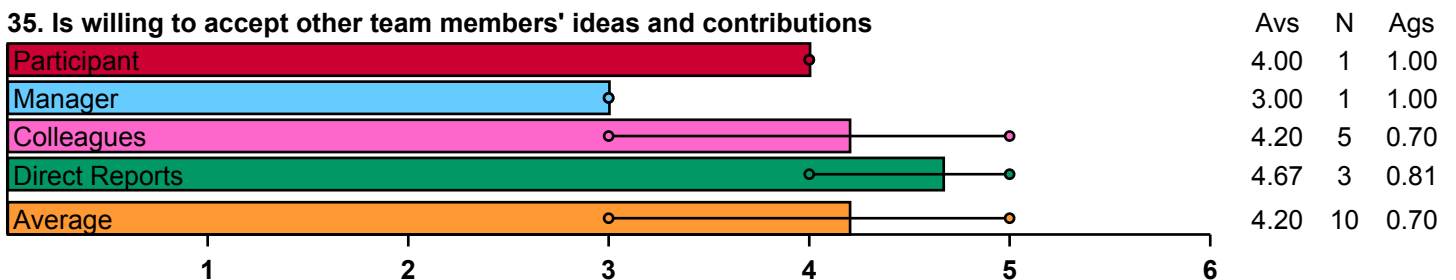
10. Shares credit and recognition for accomplishments



44. Supports other team members



35. Is willing to accept other team members' ideas and contributions

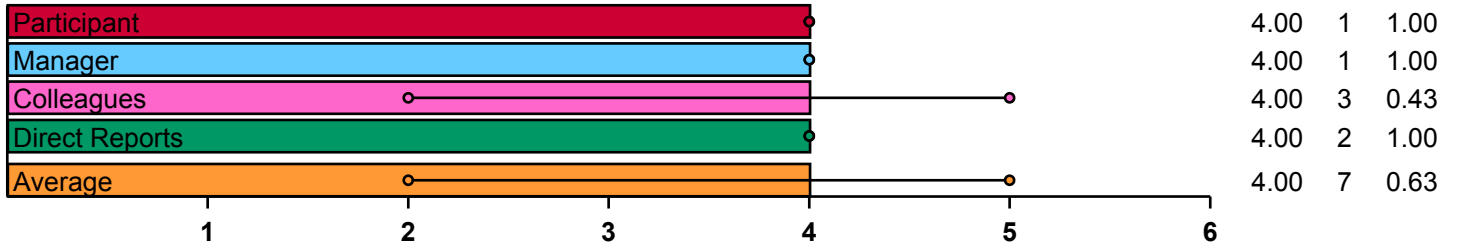


Avs - Average Score N - Number of Responses Ags - Agreement Score
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Detailed Information

Anne Example

48. Supports the team's objectives

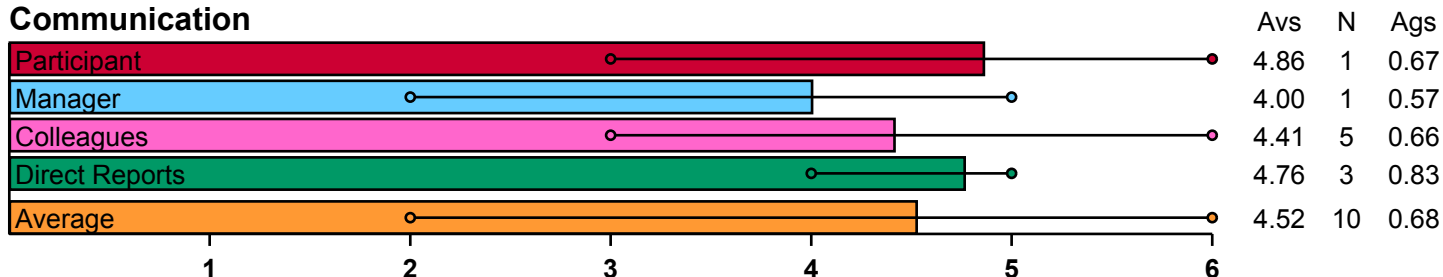


Avs - Average Score N - Number of Responses Ags - Agreement Score
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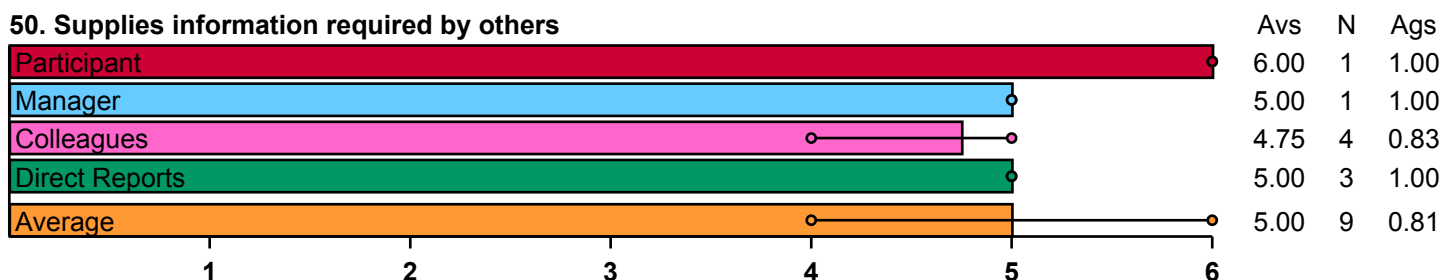
Detailed Information

Anne Example

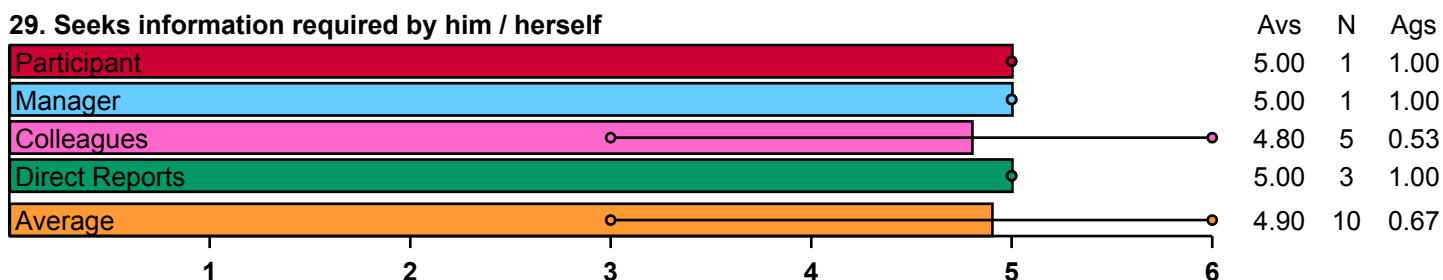
Communication



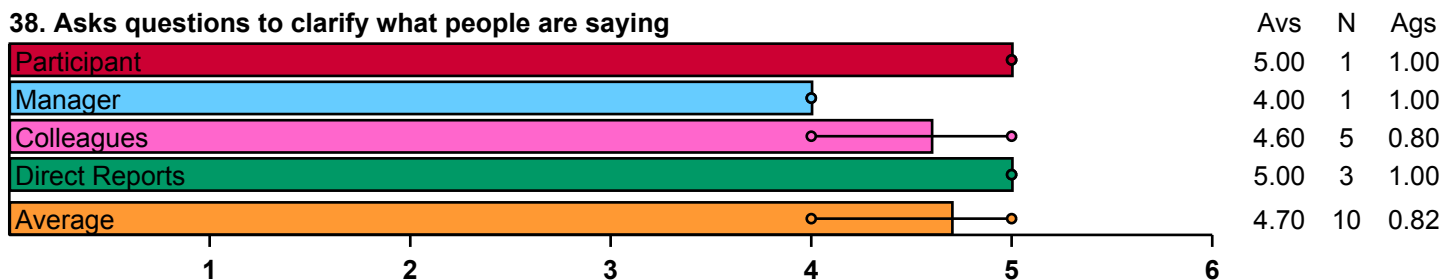
50. Supplies information required by others



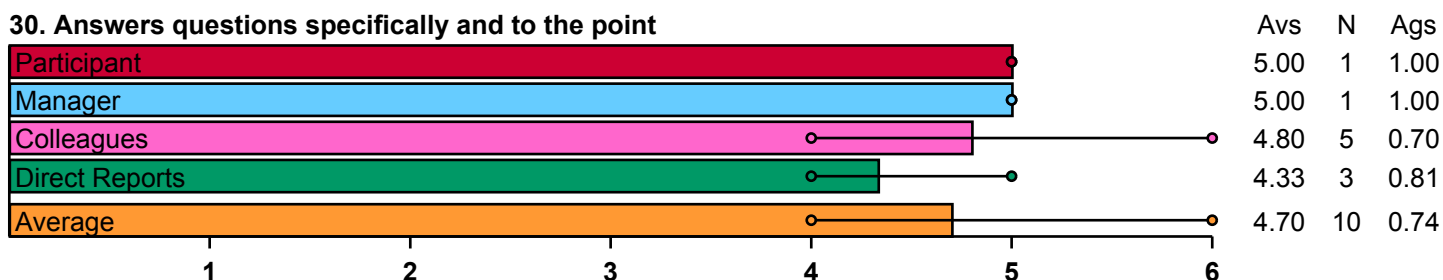
29. Seeks information required by him / herself



38. Asks questions to clarify what people are saying



30. Answers questions specifically and to the point

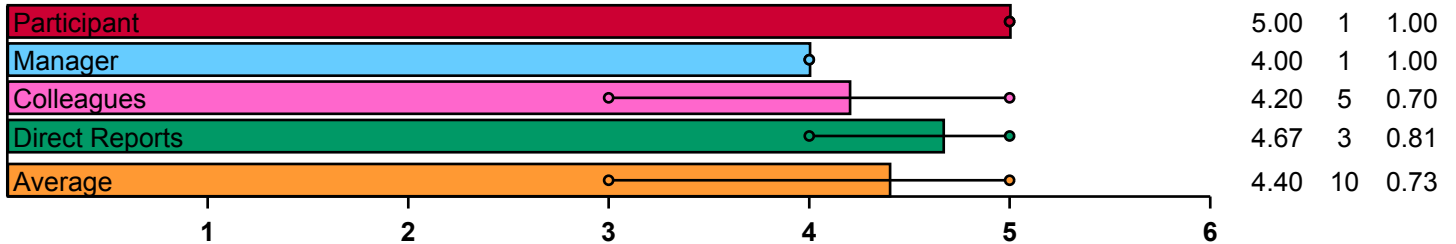


Avs - Average Score N - Number of Responses Ags - Agreement Score
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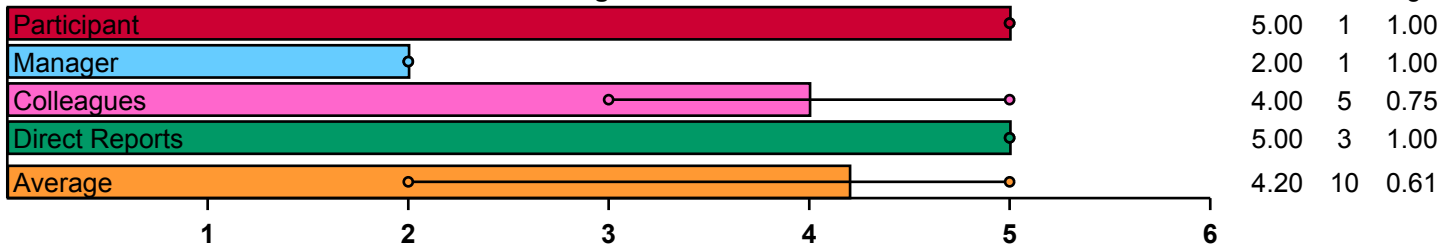
Detailed Information

Anne Example

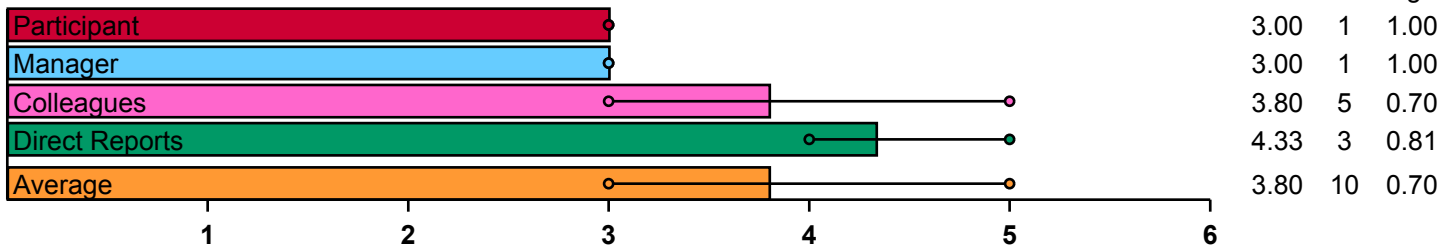
11. Writes in a clear concise style



20. Presents ideas and information in a well organised manner



24. Listens to others

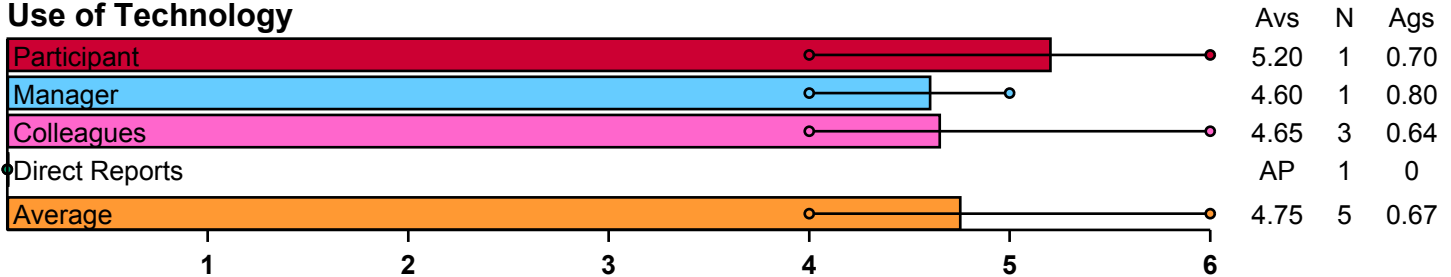


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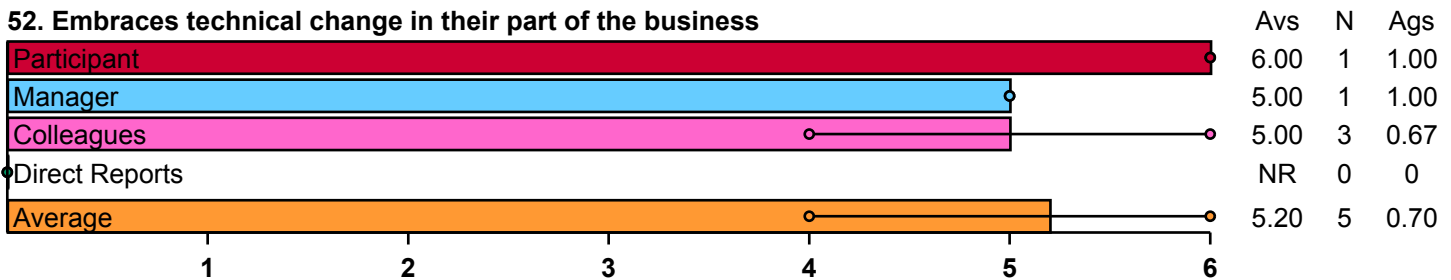
Detailed Information

Anne Example

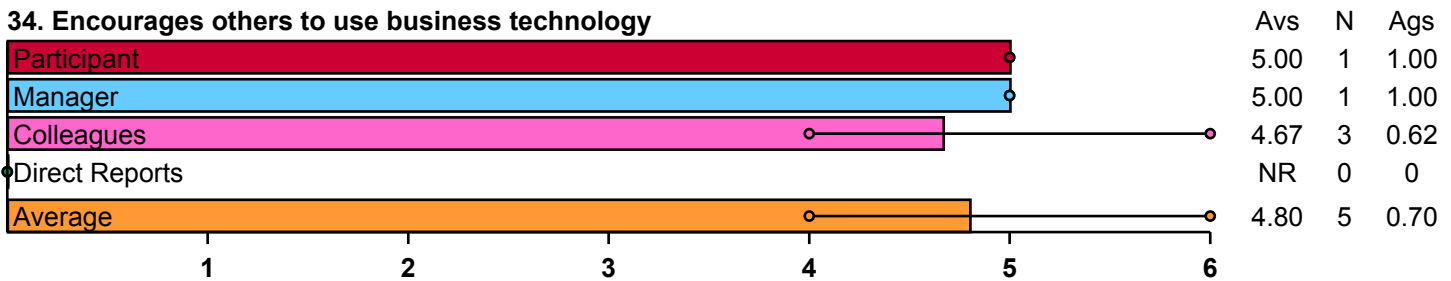
Use of Technology



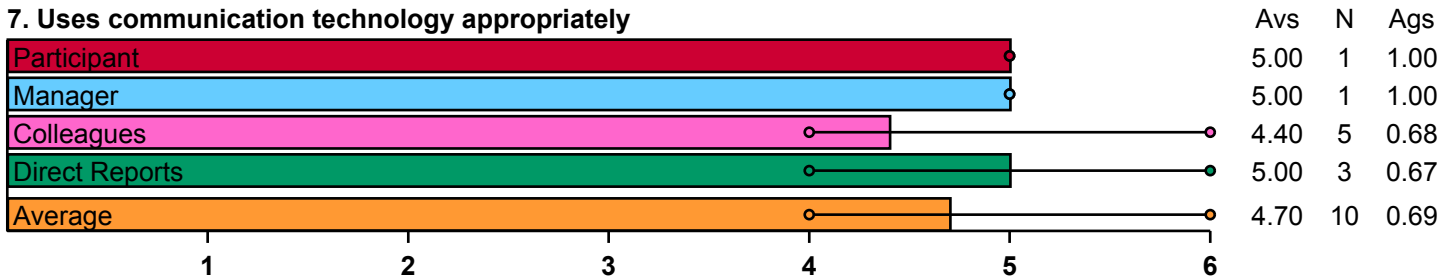
52. Embraces technical change in their part of the business



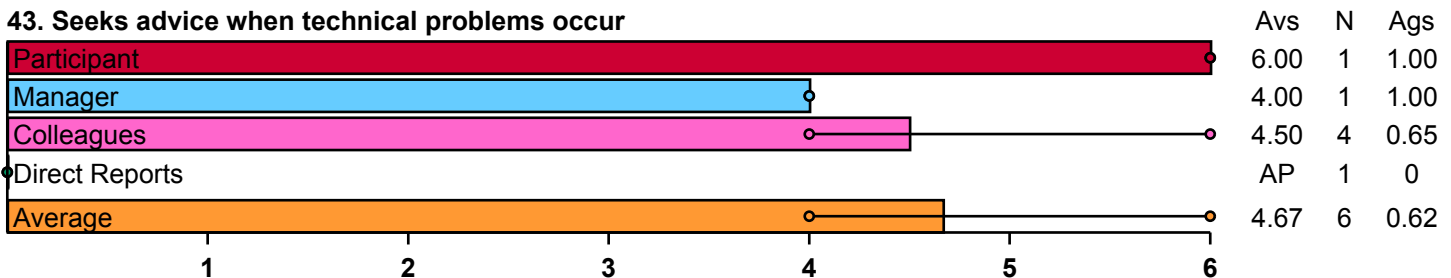
34. Encourages others to use business technology



7. Uses communication technology appropriately

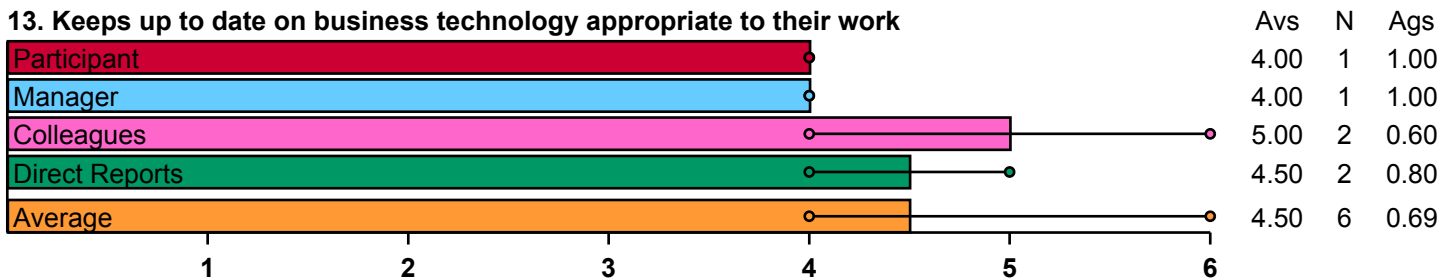


43. Seeks advice when technical problems occur



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Detailed Information Anne Example

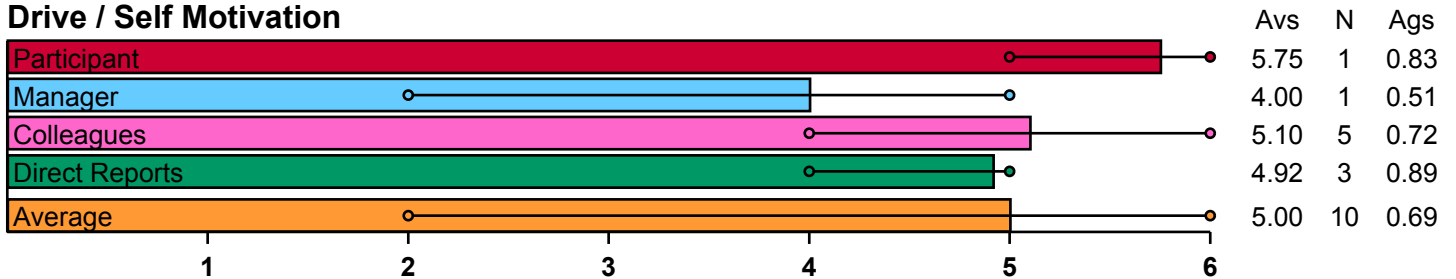


Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

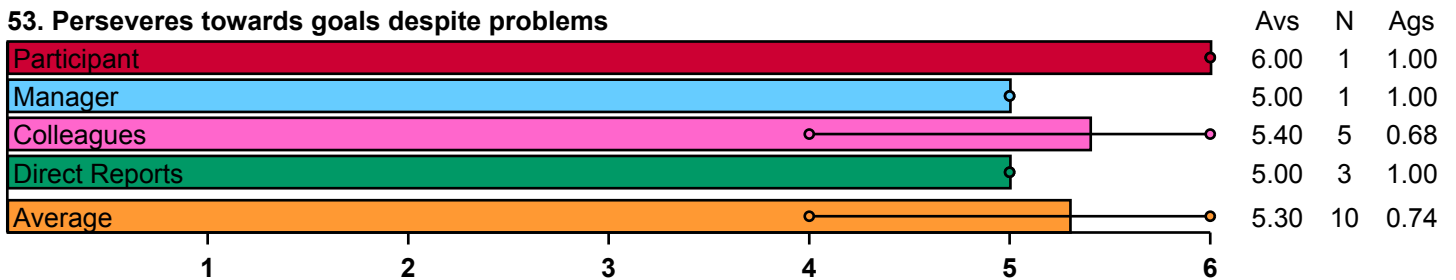
Detailed Information

Anne Example

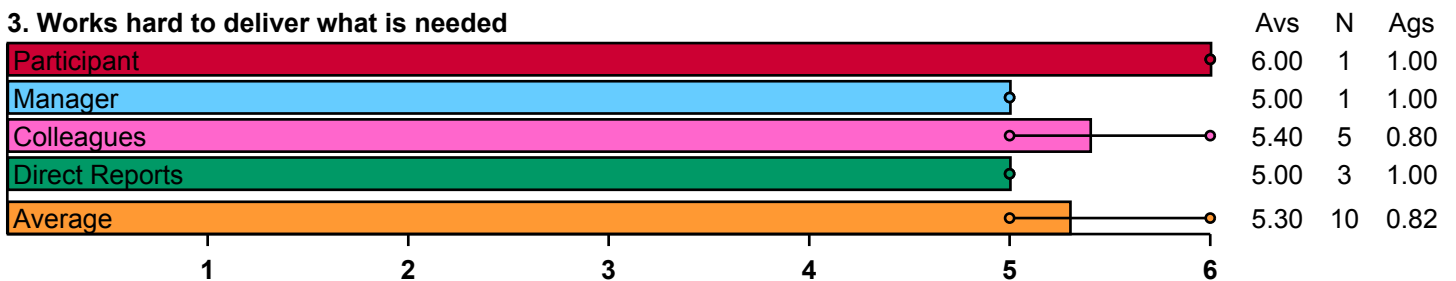
Drive / Self Motivation



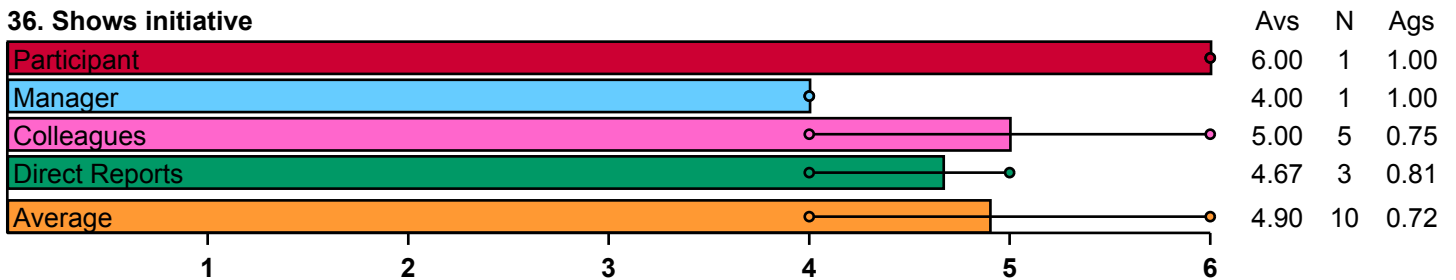
53. Perseveres towards goals despite problems



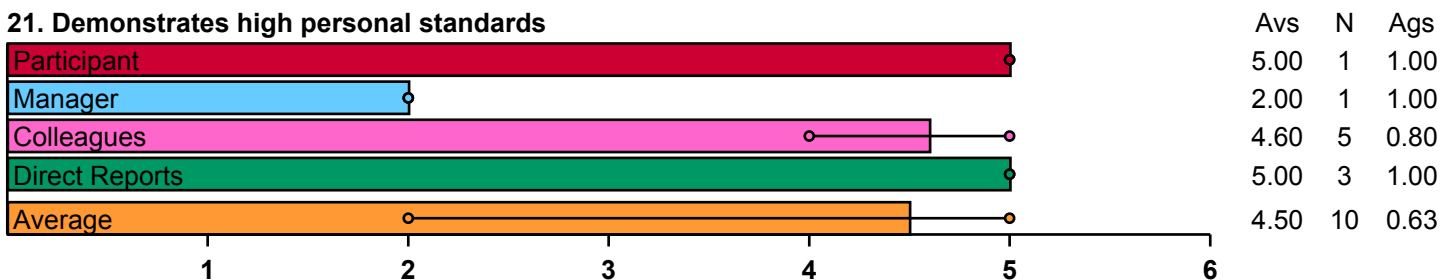
3. Works hard to deliver what is needed



36. Shows initiative



21. Demonstrates high personal standards



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Introduction to Open Ended Comments Summary

You and your respondents also had the opportunity to write comments on your performance.

These comments have been quoted verbatim.